



## EXECUTIVE

YOU ARE REQUESTED TO ATTEND A MEETING OF THE EXECUTIVE TO BE HELD IN THE PRINCIPAL COMMITTEE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON ON WEDNESDAY 22ND JUNE 2005 AT 18:15.

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### **AGENDA**

1. Apologies
2. Minutes
3. Public Question Time
4. Approval of Draft Corporate Strategy and Performance Plan 2005 - 2008  
Report of Corporate Performance Manager (enclosed)
5. Performance Monitoring - Outturn Report on 2004/07 Corporate Strategy 2004/05  
Financial Outturn and 2004/05 Performance Indicators  
Joint Report of Corporate Performance Manager and Financial Services Manager  
(enclosed)
6. Treasury Management Outturn 2004/05 and Update  
Report of Financial Services Manager (enclosed)
7. Joint Venture Arrangements for Corporate Services - Outline Business Case  
Report of Strategic Director (enclosed)
8. Integrated Working for Waste Management  
Report of Strategic Director (enclosed)

The following items are likely to be considered after the exclusion of the press and public because of the likelihood that exempt information would otherwise be disclosed relating to the Clause set out below of Schedule 12A of the Local Government Act 1972.

9. Proposed Acquisition of land at Bishops Hull  
Report of Chief Valuer (enclosed)
10. Review of Taunton Deane Plant Nursery  
Report of Strategic Director (enclosed)

G P DYKE  
Member Services Manager

The Deane House  
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TAUNTON  
Somerset

TA1 1HE

14 June 2005







Members of the public are welcome to attend the meeting and listen to the discussion. Lift access to the main committee room on the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is a time set aside at the beginning of the meeting to allow the public to ask questions



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact Greg Dyke on:



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Website: [www.tauntondeane.gov.uk](http://www.tauntondeane.gov.uk) (Council, Executive, Review Board & Review Panel Agenda, Reports and Minutes are available on the Website)

## **Executive – 24 May 2005**

Present: Councillor Williams (Chairman)  
Councillors Edwards, Garner, Hall, Leighton and Mrs Lewin-Harris

Officers: Mrs P James (Chief Executive), Ms S Adam (Strategic Director), Ms J Wishlade (Strategic Director), Mr P Carter (Financial Services Manager), Mrs L Ball (Town Centre Manager), Mr K Toller (Head of Resources), Mr S Rutledge (Chief Architect), Mr B Yates (Chief Building Control Officer) and Mr G P Dyke (Member Services Manager)

Also Present: Councillors Coles, Henley, Lisgo, Slattery, Wedderkopp, Mrs Whitmarsh and Mrs Wilson

(The meeting commenced at 6.15 pm.)

### 54. Apologies

Councillors Bishop, Mrs Bradley and Cavill.

### 55. Minutes

The minutes of the meeting of the Executive held on 6 April 2005 were taken as read and were signed.

### 56. Public Question Time

Mr P Harris asked a series of questions in connection with the Council's dealings with Mr S Robins. Many of the questions related to various "billing" issues. Others related to a visit by a Council officer and the remainder referred to Mr Robins dealings with other officers of the Council.

Councillor Williams replied that the alleged problems in relation to the billing had been caused by Mr Robins not providing information that he had been requested to provide. If the information was provided in a timely and efficient manner it might be possible to resolve the situation. There were letters on record to this effect.

It was unreasonable that Mr Robins should lay charges against Council officers who were discharging the duties of the Council. If Mr Robins would cooperate the Council could help him to assist himself.

Councillor Williams undertook to investigate further the question relating to a visit by a particular Council officer.

### 57. Potential Hire of Skating Rink

Reported that in recent years the Town Centre Partnership had hired a small artificial skating rink in the run up to Christmas. The rink had been located at

Goodland Gardens and High Street and had been used to boost the Christmas shopping experience within Taunton Town Centre.

The Town Centre Manager had recently investigated the potential for the Council and the Town Centre Partnership to jointly fund a real ice rink in Taunton during the Christmas shopping period. A financial and risk appraisal of this potential scheme had been undertaken and details were submitted.

It was proposed to hire the facility for four weeks commencing on 10 December. The expected hire and running costs were approximately £77,000 for this period. Income levels were dependent on the price per person and the expected usage. It was estimated that income could be in the region of £41,000 for the four week period which would leave a shortfall of around £36,000. However the Town Centre Partnership would try and attract sponsorship and income from catering concessions which would lower the anticipated overall deficit. The level of the deficit was such that the Town Centre Partnership had asked the Council to underwrite all or part of any loss of the venture.

Whilst there were uncertainties regarding the overall level of deficit it was felt that the existing artificial facility had proved very popular and therefore the attraction of a real ice-skating rink within Taunton would considerably enhance the Christmas shopping experience. If publicised widely and adequately this would bring additional shoppers to Taunton in the run up to Christmas. It was anticipated that the cost of providing this facility would be funded from within existing budgets.

RESOLVED that:

1. subject to planning permission being granted it be agreed in principle that the Town Centre Partnership pursue the hire of a real skating rink prior to Christmas;
2. any funding deficit be met from within existing budgets;
3. the possibility of funding, sponsorship and income sharing be investigated further;
4. the proposal be referred to the next meeting of the Health and Leisure Review Panel for further consideration, unless previously "called in".

#### 58. Joint Venture Arrangements for Corporate Services

Considered report previously circulated regarding the future direction of the Council with regard to two interlinked business areas, customer access to services and service improvement, and Corporate Services (including Revenues and Housing Benefits).

With regard to customer access significant progress had been made in implementing Somerset Direct and developing customer services. At present Taunton Deane was in the top quartile of all English District Council's for service satisfaction. However it was now necessary to position this performance within a wider vision for customer access to services. This

would ensure that the Council were clear on what it wanted its service delivery to look like in the future, how and when customers want services delivered and the technology requirements for enhanced customer access and service delivery.

It did not appear that the Council had the capacity, skills or resources to take full advantage of the technology available now or that which would become available in future to transform customer access and other Corporate Services itself. It for that reason that it was felt that a joint venture/strategic partnering arrangement for Corporate Services was an appropriate way forward. Research had shown that the following common benefits appeared to accrue to Councils' involved in such a project:

- Improved access to and delivery of services.
- Services configured in a way which best meets the needs of customers.
- Streamlined and improved support services.
- Maximised resources being directed to fund the customer access strategy and frontline service delivery.
- Creation of investment in staff and their working environment.
- Creation of employment and development opportunities.

These issues had already been informally debated by all of the Somerset Council Chief Executives and Leaders. The County Council had approved a report in April 2005 which paved the way for the County to enter into a comprehensive procurement process for the appointment of an external strategic partner to help them establish a joint venture. This joint venture would make provision for the inclusion of District Councils' either now or at some point in the future. It was felt that this Council should seek to be part of these joint venture arrangements immediately. There were many benefits of being a founder partner and these benefits far outweighed the risk of taking a watching brief.

If an in principle decision was taken now then an outline business case would be presented to the Executive in June, a firm business case would be presented in July and a final decision required in August. At the same time the vision for customer access to services would be developed through the scrutiny process for final adoption in August.

RESOLVED that:

1. the vision for customer access to services be developed and adopted through debate and engagement of members, partners and customers;
2. the Executive agree in principle to this Council joining the County Council (and any other interested District Council) in exploring a joint venture solution for the future delivery of Corporate Services.

## 59. Annual Efficiency Statements

Reported that the Office of the Deputy Prime Minister had recently issued its guidance on the reporting requirements for Annual Efficiency Statements.



The Annual Efficiency Statement was a summary of efficiencies achieved by the Council each year. The Council had met all the targets set for 2004/05 and 2005/06. The forward looking 2005/06 Annual Efficiency Statement had recently been forwarded to the ODPM and the 2004/05 backward looking statement would be submitted in June.

It was clear that the efficiency agenda was continuing to gain momentum within central government. The targets set for the Council had not been particularly challenging, however it was necessary to ensure that the Council continued to monitor its progress against its planned efficiencies. It was suggested that the monitoring of the Annual Efficiency Statements be a function of the Review Board in future.

RESOLVED that:

1. the contents of the forward and backward looking Annual Efficiency Statements submissions be noted;
2. monitoring of the Annual Efficiency Statements be carried out in future by the Review Board.

60. Formation of a Building Control Partnership

Consideration was given to the principle of providing the Building Control Service in partnership with neighbour Local Authorities. Firm interest in participating in such an arrangement had been expressed by West Somerset District Council and expressions of interest had also been received from Sedgemoor District Council. Details of a draft Memorandum of Understanding to establish a building control partnership in Somerset were submitted. It was felt that the formation of such a partnership would result in service improvement and increased efficiency and full details were submitted of the reasons for the suggested change, the benefits of partnering and the partnership proposal itself.

Whilst there appeared to be no objection in principle to this proposal, it was felt that the Memorandum of Understanding as submitted was too vague for any kind of formal approval.

RESOLVED that:

1. the partnering of the Building Control Service be agreed in principle initially with West Somerset District Council but allowing for the inclusion of other Authorities expressing an interest;
2. the progress of work necessary for the setting up of a partnership arrangement be authorised; and
3. the Chairman together with Councillor Bishop, the Chief Executive and the appropriate Strategic Director be authorised to agree a detailed Memorandum of Understanding.

(Councillor Williams declared a personal interest in this item as his firm used the Building Control Service).

61. Performance Monitoring of Contracts Supervised by Deane Building Design Group

Reported that the Council's Standing Orders required details to be published to the Executive of the progress of all works contracts in excess of £50,000 on a quarterly basis for all those contracts supervised by Deane Building Design Group.

The appropriate performance reports were submitted. It was noted that the Deane Building Design Group would now form part of the Property Group. In future therefore any works contracts let by the new group in excess of £50,000 would be reported by the Council's Corporate Property Manager to Corporate Management Team and the Executive.

RESOLVED that the report be noted.

62. Exclusion of Press and Public

RESOLVED that the press and public be excluded from the meeting for the item numbered 9 on the agenda because of the likelihood that exempt information would otherwise be disclosed relating to clause 1 of Schedule 12 (a) of the Local Government Act 1972.

63. Property Services Restructure

Submitted report previously circulated regarding the restructure of current property management functions which would bring them all into one team. The proposal changed the current care taking arrangements and dedicated skilled resources to delivering a land strategy for the Council.

It was intended that the new amalgamated Property Services Team would be structured into three teams covering maintenance, asset holdings and facilities management.

Details of the financial implications of the proposals were submitted and it was noted that the result would be to eventually release £102,000 per annum of efficiency savings for the Council. Due to the timing of the payments this proposal would require the use of reserves of £234,764 during 2005/06 and 2006/07. This would be fully repaid to reserves by early 2009/10 (Invest to Save bid).

The proposal would mean five posts being made redundant but would deliver ongoing savings once the one off costs of redundancy and retirement had been paid back. All staff affected by this proposal have been consulted on the changes and Unison and the Staffside had also been kept fully informed.

RESOLVED that:

1. the proposals to restructure Property Services as set out in the report be agreed; and

2. a Supplementary Estimate of £249,764 be made from General Fund Reserves under the Invest to Save Policy.

(The meeting ended at 8.50 pm).

(No members of the press were present).

# TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 22nd JUNE 2005

## REPORT OF THE CORPORATE PERFORMANCE MANAGER

(This matter is the responsibility of Executive Councillor Williams, Leader of the Council)

### APPROVAL OF DRAFT CORPORATE STRATEGY AND PERFORMANCE PLAN 2005-08

#### **Executive Summary**

The Council is required to produce an annual Performance Plan, which identifies its priorities for improvement, how weaknesses will be addressed and details its performance indicator results and targets.

The Council combines the Performance Plan with its Corporate Strategy 2005-08 to identify, in one place, all the strategic plans and improvement priorities of the Council.

The Review Board scrutinised the Plan and recommended approval at their meeting of 9<sup>th</sup> June 2005.

The Executive is requested to recommend approval to Full Council.

**Due to the size of the document the draft Plan is being sent to Executive Members only. For other Members, a copy will be available in the Members Room and upon request.**

#### **1. Purpose**

- 1.1 To recommend approval to Council of the Corporate Strategy and Performance Plan 2005-08.

#### **2. Background**

- 2.1 It has been a requirement for councils to produce an annual Performance Plan since April 2000, in accordance with Part 1 of the Local Government Act 1999: Best Value and Performance Improvement.
- 2.2 The legislation provides guidelines on the content of Plans, which is revised frequently by Government. The current guidance is contained within ODPM Circular 03/2003, with further guidance issued as an addendum in February 2004.
- 2.3 The latest guidance reaffirms that Performance Plans should become the focus of authorities improvement planning, by articulating priorities for improvement, including how weaknesses will be addressed, opportunities exploited and better

outcomes delivered for local people. It should set targets for improved future performance.

- 2.4 In line with the Governments approach to delivering freedoms and flexibilities for better performing authorities, the Government has implemented a differentiated approach that reflects CPA categorisation. For authorities ranked as Excellent or Good the Government has reduced its requirements further. The Council has taken this into account in producing this years Plan.
- 2.5 The main audience of the Plan is officers, members, groups and organisations with an interest in the authority, the regulatory bodies and central government. Although the Plan is a public document, the public should not be viewed as the primary recipient. The publication deadline is 30th June each year.
- 2.6 We have again combined our Corporate Strategy and Performance Plan into one document, in line with best practice and External Auditor recommendation. The Council formed the original Corporate Strategy actions in the summer 2004, being approved by the Executive and Review Board at their meetings of 24<sup>th</sup> August and 12<sup>th</sup> October 2004 respectively. However, a small number of alterations have been made due to changing circumstances. These include publication of our CPA report, Prioritisation of Services in addressing our budget gap and the investigation of the Joint Venture proposals.
- 2.7 By combining the Corporate Strategy (CS) and Performance Plan (PP) we not only reduce duplication but also produce a more comprehensive document, which gives a much clearer understanding of the Council. The Plan shows the Council's:
  - Overall aim (CS)
  - Background to Corporate Themes and 4 Top Priorities (CS)
  - Achievements during the last 12 months (CS)
  - Plans for the next 3 years (CS/PP)
  - Improvement priorities and how we are addressing weaknesses (PP)
  - Performance summaries and targets for improved future performance (PP)
  - Details of performance against statutory and local pi's (PP)

### **3. Timetable**

- 3.1 In preparing this final draft we have endeavoured to ensure that all significant matters have been included within our understanding and interpretation of the statutory guidance. In this regard the External Auditor has undertaken a brief review of its coverage prior to publication and is satisfied that it meets the main compliance criteria. A full audit will commence after publication.
- 3.2 The Review Board approved the Plan at their meeting of 9<sup>th</sup> June 2005.
- 3.3 As in previous years, Full Council will be asked to give retrospective approval after 30<sup>th</sup> June publication deadline.

### **4. Matters of Interest**

- 4.1 Approximately 200 paper copies of the Plan will be distributed to Members, parish councils (on request), neighbouring councils, key partners, Council Managers and other interested staff. It will also be available to view at all Council information points, local libraries and via the Internet. In addition, electronic copies will be produced on CD Rom, as required. The Plan is usually highly regarded by external assessors and provides a good overview of the Council to interested parties, as reflected in its wide distribution.
- 4.2 The public are given a performance summary in the Booklet that was distributed with Council Tax and NNDR bills throughout March 2005. Performance Plans are provided to the public where they are requested, but this normally accounts for just a small number.

## **5. Financial Implications**

- 5.1 Production costs of the Plan are minimised, through desktop publishing, internal photocopying and binding. The CD Rom is also published internally. The cost is anticipated to be approximately £3 for a paper copy and £1 for a CD Rom.

## **6. Effect on Corporate Priorities**

- 6.1 The Corporate Strategy and Performance Plan is the main document in delivering the Council's Corporate Priorities. It affects them all as it addresses the Council's priorities for action and improvement and sets targets for improved future performance.

## **7. Recommendation**

- 7.1 Members are asked to recommend approval of the Performance Plan to Full Council.

### **Contact Officer:**

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## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 22 JUNE 2005

### JOINT REPORT OF THE CORPORATE PERFORMANCE MANAGER AND FINANCIAL SERVICES MANAGER

#### PERFORMANCE MONITORING - OUTTURN REPORT ON 2004/07 CORPORATE STRATEGY, 2004/05 FINANCIAL OUTTURN AND 2004/05 PERFORMANCE INDICATORS

This matter is the responsibility of Executive Councillor Williams (Leader of the Council)

#### **1.0 Executive Summary**

- 1.1 The monitoring of budgets, the Corporate Strategy objectives and performance indicators is an important part of the overall performance management framework. This report outlines the final data for the 2004/05 year.
- 1.2 In respect of budget monitoring the General Fund Revenue outturn shows an underspend of £163k when compared with the current budget, i.e., the budget for 2004/05 as approved by Council on 24<sup>th</sup> February 2004 plus any subsequently approved supplementary estimates and virements.
- 1.3 The General Fund Capital Programme expenditure for the year amounted to £2,766,945 the total budget for the year was £5,521,632. Therefore the majority of this underspend will be slipped to the 2005/06 year. The revised budget for 2005/06 to 2007/08 will therefore be £11,323,117. The amount of unallocated capital resources now total £1.2m.
- 1.4 The Housing Revenue Account draft outturn shows a Working Balance carried forward into 2005/06 of £2,285,641, which is £375,732 more than predicted in the Q3 budget monitoring report.
- 1.5 HRA Capital expenditure amounted to £5,568,182 against a current budget of £5,854,911. This underspend will be slipped to the 2005/06 financial year.
- 1.6 The figures remain subject to external audit.
- 1.7 Corporate Strategy and Performance Monitoring has identified:
  - 90% of Corporate Strategy objectives are on course.
  - 60% of Performance Indicators are on target

#### **2.0 Purpose**

- 2.1 To update the Executive on the outturn position of the Authority on revenue and capital for the General Fund, Housing Revenue Account and trading services for 2004/05, and progress against the 2004/07 Corporate Strategy

- and 2004/05 Performance Indicator targets.
- 2.2 A key feature of well-regarded councils is their ability to manage performance effectively.
- 2.3 The Council's Performance Management System is about agreeing what has to be done (Plan), undertaking it (Do) and checking it has been done (Review). Where review (or monitoring) indicates we are off-course corrective action should be taken.
- 2.4 Progress against Corporate Strategy objectives, spending within budget and improvement through the use of performance indicators forms an important part of the Council's overall performance management framework.
- 2.5 The outturn position reported for the HRA and GF contains some estimated figures for government subsidies on housing and council tax benefit. The final figures for these will not be available in time for the final accounts to be produced. Should the final figures differ significantly from those used in closing down the accounts for 2004/05, a further report will be presented to Members giving the updated position on subsidy and the implications for the Councils reserves.
- 2.6 The following outturn figures will therefore be used to prepare the Council's Statement of Accounts, which will be presented to the Corporate Governance Panel on 13<sup>th</sup> July 2005.

## 2004/05 OUTTURN FIGURES

### GENERAL FUND

#### 3.0 Revenue

- 3.1 Members were presented with regular budget monitoring reports during 2004/05 outlining the estimated outturn position and the likely impact on the General Fund reserve. In summary, these reports showed the following expected use of reserves to support the budget:

2004/05	Change during the Year £	Impact on General fund Reserve £
Original use of Reserves		16,527
<b>Plus supplementary estimates agreed during the year:</b>		
Additional RCCO arising from the 2003/04 underspend	+240,140	
Corporate Restructure	+109,010	
Recycling Option 8	+9,110	
Pay Award Underspend returned to reserves	-65,000	
<b>Total Use of Reserves to support the 2004/05 budget</b>		<b>309,787</b>



3.2 The draft outturn for 2004/05 is set out in summary in Appendix 'A', and is set out in four main columns as follows: -

1. The Original Budget approved by the Executive on 11 February 2004 (Column 1)
2. The Current Budget including all supplementary estimates and virements during the year, which have been approved by the Executive. (Column 2)
3. The Draft Outturn Position (Column 3)
4. The Variance between the Current Budget and the Draft Outturn (Column 4).

3.3 This appendix shows that the actual underspend for the last financial year was £163,326 or 1.49% less than the approved authority expenditure. The main reasons for this are shown in the following table: -

Expenditure Head	Variation since the Q3 Budget Monitoring Report £000	Comments
<b>Additional Costs</b>		
Concessionary Travel	+47	Significant increase in the value of vouchers redeemed during Q3
<b>Reduced Costs</b>		
Various minor underspends	-22	Various
<b>Additional Income</b>		
Housing Benefit/Council tax Benefit Subsidy	-288	Additional estimated subsidy entitlement
<b>Reduced Income</b>		
Blackbrook Pavilion	+38	Reduced income when compared to budget
Land Charges	+33	Shortfall in income since Q3
Council Tax costs recovered	+29	Change in recovery calculation method
<b>Total Net Over/(Underspend)</b>	<b>-163</b>	

#### 3.4 General Fund Reserve

The current budget required a total of £309,787 from the General Fund Reserve to support expenditure, the underspend detailed in paragraph 3.3 will now reduce this to £146,461. The current position of the General Fund Reserve is therefore:

	£	£
Balance brought forward 1 April 2004		1,568,113
<b>Add:</b>		
Pay Award Underspend	+65,000	
<b>Less amounts used to support the 2004/05 budget:</b>		
Original amount approved	-16,527	
Corporate Restructure	-109,010	
RCCO for 2003/04 underspend	-240,140	
Recycling Option 8	-9,110	
Underspend 2004/05	+163,326	
<b>Balance carried forward 31 March 2005</b>		<b>1,421,652</b>
Less amount used to support the 2005/06 budget	0	
<b>Expected balance @ 31 March 2006</b>		<b>1,421,652</b>

3.5 Significant officer time has been spent on capital projects throughout the year for example schemes such as the Wellsprings Centre and the now deferred replacement FMS project. This is a larger than expected amount and the budget for this expenditure is contained within the revenue budget and therefore in order to provide finance for this expenditure the Executive is requested to approve an RCCO to switch this budget to capital in 2004/05. In total this amounts to £82,406. This is already reflected in Appendix A.

#### 4.0 Capital

4.1 The General Fund Capital Programme for 2004/05 showed a net total budget of £5,521,632 (including the RCCO mentioned in paragraph 3.6 above). The final outturn position shows total net expenditure of £2,766,945, leaving an underspend of £2,754,687. The majority of the underspend is due to expenditure on the following schemes not proceeding as planned:

- DDA works
- Implementing E Government
- Contribution to the Silk Mills scheme
- Crematorium Extension
- Contribution to Frobisher Way Industrial development
- Recycling

As is common for Capital budgets, which may span more than one financial year, the majority of the underspend, or slippage, has been rolled forward into the 2005/06 Capital Programme. The updated 2005/06 to 2007/08 Capital Programme now totals £11,323,117. Improvements in the monitoring of capital expenditure are planned for 2005/06 which, it is hoped, will highlight slippage earlier in the year.

4.2 The amount of unallocated capital resources is now £1.2m.

## HOUSING REVENUE ACCOUNT

### 5.0 Revenue

- 5.1 The Housing Revenue Account has also been closed using estimated subsidy figures (see 2.2 above).
- 5.2 The draft outturn shows a Working Balance carried forward into 2005/06 of £2,285,641 which is £375,732 more than predicted in the Q3 budget monitoring report. Members may note that this is marginally less than the interim outturn figures which were recently reported to the Housing Review Panel this is due to more accurate figures only now being available for subsidy, bad debts and interest costs.
- 5.3 The reduced expenditure of £375,732 arises for the following reasons:

Heading	£'000
Maintenance (slippage in PPM contracts)	-128
Rent Rebate recharge to GF	-70
Debt Charges	-10
Additional Income (incl. rent income)	-99
Additional Interest on Working Balance	-17
Reduced subsidy	14
Bad Debt Provision	-43
Reduced windfall (supporting people)	8
Lower management expenditure (reduced internal recharges)	-28
Other	-3
<b>TOTAL</b>	<b>-376</b>

Further details are shown in Appendix B.

- 5.4 The overall impact on the HRA working balance in 2005/06 is as follows:

	£
Balance at 1 April 2005	2,285,641
Less Expected deficit for 2005/06	-218,740
<b>Expected working balance at 31 March 2006</b>	<b>2,066,901</b>

### Deane Helpline

- 5.5 The balance carried forward on the Trading Account at 31 March 2005 amounts to £269,467 compared to the revised estimate of £82,693. The increased working balance is encouraging, and has arisen as a result of the service winning new business from the private sector. No decision has yet been taken on how the balance on the trading account could be used and officers will be considering options over the coming months.

### 6.0 HRA Capital

- 6.1 HRA capital expenditure for the year amounted to £5,568,192 against a current budget of £5,854,911. An underspend of only £286,719. This slippage in the programme will be rolled forward to 2005/06. The revised budget for

2005/06 will therefore total £5,396,519.

### Housing Capital Resources

- 6.2 The balance of usable housing capital receipts as at 31 March 2005 stands at £291,287. This amount together with the balance on the Housing RCCO fund and the enabling fund will be used to finance capital expenditure in 2005/06. At 31 March 2005 the amount of housing capital resources is £831k, spending commitments in 2005/06 will reduce this amount to around £370k by the end of the year.

## 7.0 DEANE DLO

- 7.1 During the year the Deane DLO made a net surplus of £110,982. The balance on the DLO Reserve as at 31 March 2005 will be £217,631.
- 7.2 A summary of performance for both 2003/04 and 2004/05 is shown below. It is encouraging that performance has increased particularly when it is considered that the DLO have had to bear increased capital charges as a result of a revaluation of assets.

Deane DLO	Surplus/(Deficit) 2003/04 £	Surplus/(Deficit) 2004/05 £
Highways	7,724	16,628
Grounds Maintenance	4,307	35,600
Building Maintenance	248	20,963
Cleansing	424	37,791
<b>Total</b>	<b>12,702</b>	<b>110,982</b>

- 7.3 The percentage return on costs incurred for each DLO is as follows:

Deane DLO	Return on Costs 2003/04 %	Return on Costs 2004/05 %
Highways	1.14	3.33
Grounds Maintenance	0.20	1.79
Building Maintenance	0.01	0.50
Cleansing	0.07	5.75

## 8.0 PRUDENTIAL INDICATORS

- 8.1 The outturn figures for capital expenditure have had an impact on the outturn position for the Council's prudential indicators in both 2004/05 and 2005/06. The outturn Indicators for 2004/05 and the revised indicators for 2005/06 are shown in the table below:

Indicator	2004/05 Current Budget	2004/05 Actual	2005/06 Original Budget	2005/06 Revised Budget
Capital Expenditure:	£	£	£	£
General Fund	6,298,281	2,766,945	4,432,430	7,279,617
Housing Revenue	5,854,911	5,568,192	5,109,800	5,396,519

<b>Total</b>	<b>12,153,192</b>	<b>8,335,137</b>	<b>9,542,230</b>	<b>12,676,136</b>
Capital Financing Requirement:	£	£	£	£
General Fund	7,441,053	5,839,228	8,067,714	8,067,714
Housing Revenue	14,291,342	14,291,342	14,291,342	14,291,342
<b>Total</b>	<b>21,732,395</b>	<b>20,130,570</b>	<b>22,359,056</b>	<b>22,359,056</b>
Authorised limits for Debt	£44,000,000	£44,000,000	£40,000,000	£40,000,000
Affordable Borrowing Limit	£21,800,000	£20,200,000	£22,400,000	£22,400,000
Operational Boundary for Debt	£30,000,000	£30,000,000	£30,000,000	£30,000,000
Closing Balance for Gross Borrowing	£19,531,227	£19,616,519	£18,020,166	£18,020,166
Adoption of CIPFA Treasury Management Code	Yes	Yes	Yes	Yes
Upper and lower limits for fixed rate interest exposure	Upper = 100% Lower = 50%	Upper = 100% Lower = 50%	Upper = 100% Lower = 50%	Upper = 100% Lower = 50%
Maturity Structure of Borrowing	Up to 1 Yr: 7.72% 1-2Yrs: 0.06% 2-5Yrs: 10.3% 5-10Yrs: 17.94% 10+Yrs: 63.98%	Up to 1 Yr: 7.72% 1-2Yrs: 0.06% 2-5Yrs: 10.3% 5-10Yrs: 17.94% 10+Yrs: 63.98%	Up to 1 Yr: 0.06% 1-2Yrs: 0.07% 2-5Yrs: 11.09% 5-10Yrs: 19.44% 10+Yrs: 70.34%	Up to 1 Yr: 0.06% 1-2Yrs: 0.07% 2-5Yrs: 11.09% 5-10Yrs: 19.44% 10+Yrs: 70.34%
Amounts invested in excess of 365 days	Nil	Nil	10% of Investment Portfolio	10% of Investment Portfolio
Ratio of Financing Costs:				
General Fund	-2.88%	-7.51%	0.79%	0.79%
Housing Revenue	4.74%	4.58%	4.46%	4.46%
<b>Total</b>	<b>3.19%</b>	<b>1.82%</b>	<b>3.65%</b>	<b>3.65%</b>
Impact of Financing Costs on Council Tax	-£3.11 per Band D	-£9.41 per Band D	£0.97 per Band D	£0.97 per Band D

## 9.0 CORPORATE STRATEGY 2004/07

9.1 The Objectives of the Council, together with the Key Actions to attain them, are listed within the current Corporate Strategy 2004/07 and Performance Plan 2004/05, approved by the Executive on 23<sup>rd</sup> June 2004.

- 9.2 Progress for the year (April 04 – Mar 05) against these 20 objectives is good. Details are reported in Appendix C of this report and summarised as follows:

<b>Corporate Objectives</b>	
On Course ☺	18 (90%)
Off Course ☹	2 (10%)
Partially Completed or Pending ☺	N/A

## **10.0 PERFORMANCE INDICATORS 2004/05**

- 10.1 The monitoring for the period 1<sup>st</sup> April 2004 to 31<sup>st</sup> March 2005 included a total of 77 statutory and local performance indicators. Based on actual results for the year, performance has been good:

<b>Performance</b>	<b>Statutory</b>	<b>Local</b>	<b>Total</b>
On-Target ☺	33 (56%)	13 (72%)	46 (60%)
Off-Target ☹	26 (44%)	5 (28%)	31 (40%)

- 10.2 The performance indicators and targets are those, which were set in the Council's Corporate Strategy 2004/07 and Performance Plan 2004/05.

- 10.3 Details in respect of indicators off-target are detailed in Appendix D.

- 10.4 This Council, together with all the Somerset Districts, is contributing to a Local Public Service Agreement between central government and Somerset County Council. The agreement is to achieve greater performance improvement than that which would normally be expected in certain government determined functions. In addition to improved services, the contributing councils can receive a reward grant if they deliver the agreement. One element of the agreement concerns a basket of 7 performance indicators. To date we are performing ahead, overall, against these targets. Appendix E provides more details.

## **11.0 EFFECT ON CORPORATE PRIORITIES**

- 11.1 As this report covers all aspects of the Council's performance, all corporate priorities are affected.

## **12.0 RECOMMENDATION**

- 12.1 The Executive is requested to:

- a) Note the draft outturn positions on revenue and capital for both the General Fund, Housing Revenue Account and Prudential Indicators for 2004/05.
- b) Approve the creation of an RCCO for Internal Recharges charged to capital projects of £82,406.
- c) To note the performance against targets for both the Corporate Strategy and Performance Plan for 2004/05.

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**Background Papers:**

Executive 11 February 2004, Revenue Budget Setting 2004/05  
Review Board 24 February 2005, Third Quarter Performance  
Monitoring Report 2004/05

## Appendix A

**TAUNTON DEANE BOROUGH COUNCIL  
GENERAL FUND REVENUE OUTTURN 2004/05**

Actual 2003/04 £	Portfolio	Original Estimate 2004/05 £	Current Estimate 2004/05 £	Actual Expenditure 2004/05 £	Variance £
		(1)	(2)	(3)	(4)
0	Communications	0	18,230	(10,000)	28,230
558,708	Community Leadership	642,070	642,470	624,246	18,224
1,553,642	Corporate Resources	1,448,330	1,597,060	1,327,378	269,682
776,624	Economic Dev. Property & Tourism	877,590	1,265,440	1,681,554	(416,114)
3,666,985	Environmental Services	3,779,920	3,867,960	3,989,438	(121,478)
3,115,409	General Services	1,379,100	1,312,280	1,340,994	(28,714)
1,856,176	Housing Services	2,060,920	2,096,920	1,855,710	241,210
3,657,516	Leisure, Arts & Culture	3,497,850	3,549,470	4,026,244	(476,774)
575,448	Planning Policy & Transportation	470,540	199,120	584,196	(385,076)
<b>15,760,508</b>	<b>Total Service Expenditure</b>	<b>14,156,320</b>	<b>14,548,950</b>	<b>15,419,760</b>	<b>(870,810)</b>
69,103	Revenue Financing of Capital	71,610	71,610	30,870	40,740
(2,612,412)	Asset Management Revenue Account	(2,650,280)	(2,650,280)	(3,168,522)	518,242
152,014	Contribution to DLO Reserve re AMRA	142,420	142,420	157,961	(15,541)
(644,865)	Loans Fund Principal	(460,550)	(460,550)	(660,606)	200,056
61,609	Contribution to V & P Account	49,210	49,210	47,228	1,982
(472,716)	Interest Income	(317,000)	(416,370)	(705,027)	288,657
(791,671)	Contribution from General Fund Balances	(16,527)	(309,787)	(146,461)	(163,326)
<b>11,521,570</b>	<b>Authority Expenditure</b>	<b>10,975,203</b>	<b>10,975,203</b>	<b>10,975,203</b>	<b>0</b>
25,000	Special Expenses	25,750	25,750	25,750	0
<b>11,546,570</b>	<b>Borough Expenditure</b>	<b>11,000,953</b>	<b>11,000,953</b>	<b>11,000,953</b>	<b>0</b>
281,110	Parish Precepts	305,123	305,213	305,213	0
<b>11,827,680</b>	<b>Budget Requirement</b>	<b>11,306,166</b>	<b>11,306,166</b>	<b>11,306,166</b>	<b>0</b>
(3,579,322)	Contribution from NNDR Pool	(2,824,141)	(2,824,141)	(2,824,141)	0
(3,458,359)	Revenue Support Grant	(3,675,969)	(3,675,969)	(3,675,969)	0
	<b>Surplus on Collection Fund</b>				
(27,974)	Community Charge	27,217	27,217	27,217	0
(22,140)	Council Tax	8,435	8,435	8,435	0
<b>4,739,885</b>	<b>Net Expenditure to be Raised by Council Tax</b>	<b>4,841,708</b>	<b>4,841,708</b>	<b>4,841,708</b>	<b>0</b>

**GENERAL FUND RESERVE BALANCE 2004/05**

<b>2,108,428</b>	<b>Balance b/f 1 April</b>	<b>1,326,989</b>	<b>1,568,113</b>	<b>1,568,113</b>	<b>0</b>
169,392	Transfer from Provisions and Reserves	0	0	0	0
81,964	VAT Refund re Car Parks	0	0	0	0
(791,671)	Contribution from GF Balances	(16,527)	(309,787)	(146,461)	(163,326)
<b>1,568,113</b>	<b>Balance c/f at 31 March</b>	<b>1,310,462</b>	<b>1,258,326</b>	<b>1,421,652</b>	<b>(163,326)</b>



## Appendix B

**TAUNTON DEANE BOROUGH COUNCIL  
HOUSING REVENUE ACCOUNT 2004/05**

	<b>Original Estimate 2004/05 £</b>	<b>Current Estimate 2004/05 £</b>	<b>Actual 2004/05 £</b>	<b>Variance £</b>
	(1)	(2)	(3)	(4)
<b>Income</b>				
Dwelling Rents	15,935,200	15,935,200	15,954,726	19,526
Non Dwelling Rents	399,030	399,030	432,724	33,694
Charges for Services/Facilities	373,610	373,610	387,407	13,797
Contribution towards expenditure	179,900	179,900	213,363	33,463
Government Subsidy	(3,843,370)	(4,181,770)	(4,195,790)	(14,020)
Subsidy-Housing Defects Act	239,360	239,360	239,360	0
Net Supporting People Windfall	200,000	450,000	442,050	(7,950)
<b>Total Income</b>	<b>13,483,730</b>	<b>13,395,330</b>	<b>13,473,840</b>	<b>78,510</b>
<b>Expenditure</b>				
Management General	3,624,140	3,631,860	3,603,404	(28,456)
Maintenance	4,685,780	4,711,820	4,583,979	(127,841)
Rent Rebates – contribution to GF	138,140	138,140	68,418	(69,722)
Provision for Bad Debt	15,000	15,000	(28,399)	(43,399)
Capital Charges-interest	10,428,420	10,428,420	11,995,092	1,566,672
Capital Charges-depreciation	3,288,690	3,288,690	3,288,719	29
Debt Management expenses	25,680	25,680	60,077	34,397
<b>Total Expenditure</b>	<b>22,205,850</b>	<b>22,239,610</b>	<b>23,571,290</b>	<b>1,331,680</b>
<b>Net Expenditure</b>	<b>8,722,120</b>	<b>8,844,280</b>	<b>10,097,450</b>	<b>1,253,170</b>
Capital Charges-interest	(10,428,420)	(10,428,420)	(11,995,092)	(1,566,672)
Loan Charges-interest	1,029,200	889,720	844,885	(44,835)
Interest Receivable	(76,520)	(87,310)	(137,745)	(50,435)
<b>Net Operating Expenditure</b>	<b>(753,620)</b>	<b>(781,730)</b>	<b>(1,190,502)</b>	<b>(408,772)</b>
<b>Appropriations</b>				
Transfer to Stock Options Reserve	400,000	400,000	400,000	0
Revenue Contributions to Capital	224,300	224,300	257,340	33,040
<b>(Surplus)/Deficit</b>	<b>(129,320)</b>	<b>(157,430)</b>	<b>(533,162)</b>	<b>(375,732)</b>

**Working Balance**

Balance b/f 1/4/2004	1,546,160	1,752,479	1,752,479	0
Net surplus 2004/05	129,320	157,430	533,162	375,732
<b>Balance c/f 31/3/2005</b>	<b>1,675,480</b>	<b>1,909,909</b>	<b>2,285,641</b>	<b>375,732</b>

## CORPORATE STRATEGY ACTION PLAN – 2004/05 UPDATE

ECONOMY

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE Ec1: Deliver the Vision for Taunton</b> <span style="float: right;"><b>On Course ☺</b></span>	
<p><b>Relocate Taunton Livestock and Produce Markets</b></p> <p><b>2004/05</b> Identify and address state aid issues, seeking ruling from the European Commission if appropriate</p> <p><b>2005/06</b> Relocate Livestock and Produce Markets</p>	<p>The planning application and environmental impact assessment for the proposed new livestock market is now complete and being consulted upon with a view to taking a report to the planning committee in May 2005.</p> <p>The State Aid issues have been overcome and a further meeting with Taunton Market Auctioneers to resolve outstanding delivery issues has been held and further discussions are ongoing to agree the detailed basis for any Council involvement in the relocation. A report will be submitted to the newly constituted joint officer member vision group by May 2005.</p>
<p><b>Agree Urban Design Framework (including 'Masterplans' for key sites) and Urban Extension Study to guide the long term development of Taunton as a Principal Urban Area</b></p> <p><b>2004/05</b> Urban Design Framework (UDF) and Urban Extension Study (UES) agreed</p> <p>Tangier &amp; Firepool Masterplans adopted as Supplementary Planning Guidance (SPG)</p> <p>Work with Partners to ensure that plans for a 'cultural quarter' in Taunton are included within the Urban Design Framework</p>	<p>The Executive agreed the UDF and Taunton Design Code in December 04. All the areas of major change in the UDF will be covered in an Area Action Plan for Taunton town centre to be submitted by the end of December 05. There was further consultation on the Urban Extension Study options as part of the Taunton Sub Area Study during January and February 05.</p>

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<p><b>Begin the re-development of key Taunton sites</b></p> <p><b>2005/06</b> Re-development begins in Tangier and Firepool, following adoption as SPG</p> <p>Re-development of Taunton's 'retail heart' area begins</p>	<p>Project Planning is taking place to redevelop Tangier and Firepool and Taunton's 'retail heart'. We have held detailed discussions with the RDA about the redevelopment of the existing cattle market site on a joint venture basis and discussions are ongoing with the owners of the old market centre about bringing forward retail proposals.</p> <p>Abbey Manor Developments will begin highways work on site at Firepool (East Yard) in June 2005. A shadow delivery team is now in place and will take the lead on progressing key issues until the permanent delivery team is in post later this year. Funding for this dedicated resource has been secured from each of the three main delivery partners.</p>
<p><b>Market and promote Taunton as the natural capital of SW and centre for regional governance</b></p> <p><b>2004/05</b> Target appropriate Government departments to relocate to Taunton as part of the ongoing Lyons review about Government decentralisation</p> <p>Produce high quality promotional material about Taunton, aimed at potential investors and developers</p>	<p>We are continuing to lobby government departments to relocate to Taunton as part of the Lyons review. The RDA has marketed Taunton as one of 6 sites in the South West suitable for the relocation of government departments. We have also produced our own high quality promotional brochure specific to Taunton.</p> <p>We have been awarded Business Council of the Year 2004/05 by Business Britain magazine. Taunton has hosted an event in February 2005 aimed at attracting Government Departments and Executive Agencies, which proved successful, and a further event is being planned for June 2005. In the meantime, specific leads with individual organisations are being followed.</p>

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE Ec2: Encourage businesses to start up and grow in Taunton Deane</b> <b>On Course ☺</b>	
<p><b>Ensure that sites and infrastructure are made available for business development in Taunton Deane</b></p> <p><b>2004/05</b>  Conduct detailed assessment of business land and premises requirements</p> <p>Explore alternative funding mechanisms for provision of small business start up units in Blackdown Business Park, Wellington</p> <p>Dispose of remaining site at Broadgauge Business Park, Bishops Lydeard, for appropriate business use</p>	<p>A survey assessing business land and premises requirements has been completed and a report submitted to the February meeting of Strategic Planning and Transportation and Economic Development Panel (SPTED). A seminar with local landowners/agents and developers is being arranged for June 2005 to explore the issues raised and how we can work together to address some of the highlighted problems.</p> <p>Work to explore funding mechanisms for the provision of small business start up units at Blackdown Business Park, Wellington has been completed. The Executive have agreed that we should progress this scheme. We are in current discussions with landowners/developers regarding assisting in the bringing forward of allocated sites at Wiveliscombe, Chelston House Farm and Priorswood.</p> <p>The County Council have agreed to be involved in a joint venture to bring forward the land at Wiveliscombe.</p>
<p><b>Work with the Taunton Town Centre Partnership and others to establish a “Business Improvement District” (BID)</b></p> <p><b>2004/05</b>  Seek support of Taunton Deane LSP</p> <p>Consult residents and businesses on BID concept</p> <p>Prepare business plan for BID implementation</p> <p><b>2005/06</b>  Ballot of affected businesses on costs of BID</p> <p><b>2006/07</b>  Contracts let to deliver BID</p>	<p>A report was taken to the LSP in June 2004 where they agreed to support the proposal and have allocated £5,000 towards it. We are currently at the research and investigation stage, identifying how best to set up a company and speaking to other towns in the pilot scheme. We hope to consult residents and businesses on the BID concept in the Spring 2005. We have now identified a lead director to support this project.</p>

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE Ec3: Target Resources to places in Taunton Deane that are in greatest need</b> <p style="text-align: right;"><b>On Course ☺</b></p>	
<p><b>Support business start ups and social enterprise initiatives in rural and urban areas of greatest need, maximising opportunities to bring in external funding</b></p> <p><b>2004/05</b> Develop a coherent view of what we want to achieve, with local partners, in North Taunton and Taunton East</p>	<p>In partnership with the RDA, we aim to develop a coherent view of what we want to achieve, with local partners, in North Taunton and Taunton East. We have received money from the LSP towards further feasibility work in these enterprise areas and a brief has been drawn up which is currently out to tender.</p> <p>We have made a bid to the RDA and a decision will be made on this in Spring 2005. We have agreed to dispose of land at Bindon Road in exchange for seven new business start-up units for rental to local businesses. A consultant has been appointed to look at the best way of achieving new community facilities in North Taunton and his final report is expected by May 2005.</p>
<b>OBJECTIVE Ec4: Promote the growth of tourism based on Taunton Deane's unique heritage and identity</b> <p style="text-align: right;"><b>On Course ☺</b></p>	
<p><b>Improve the quality, scope and reach of existing tourism promotion by working in partnership with South West Tourism, Visit Britain and other agencies</b></p> <p><b>2004/05</b> Improve tourism website</p> <p>Identify scope for joint promotional material</p> <p>Produce new Tourism Strategy</p>	<p>Improvements have been made to the tourism website. Recent achievements include producing the 'Taunton Deane eating out guide' and 'Taunton heritage trail' leaflet. Work is ongoing to explore how we can best benefit from South West Tourism's 10 year regional plan for tourism in the South-West.</p>

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<p data-bbox="108 297 742 367"><b>Work in partnership to create new tourist attractions in Taunton Deane</b></p> <p data-bbox="108 409 710 479">Aspirational – no milestones developed at this stage</p>	<p data-bbox="783 297 1437 555">We are exploring a number of options on proposals to develop a tourist attraction in Taunton Deane. These include developing the West Somerset Railway, creating an ‘urban arboretum’ developing a ‘history of the ancients’ attraction in Taunton Deane and the possibility of an historic themed village.</p> <p data-bbox="783 595 1437 772">Detailed meetings with the promoters of the former two proposals have been held and further work is ongoing. The promoter of the latter proposal is meeting with the Council before the end of April 2005.</p>

## TRANSPORT

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE T1: Work with the County Council and others to tackle local transport priorities</b> <p style="text-align: right;"><b>On Course ☺</b></p>	
<p><b>Press the Government and regional agencies to upgrade the A358 to dual carriageway status and improve Junction 25 of the M5</b></p> <p><b>2004/05</b> Government decision expected in April 2004</p>	<p>The Transport Minister has decided to dual the A358 between Ilminster and Taunton with free flow connections to the M5 and A303.</p>
<p><b>Support works to relieve traffic congestion</b></p> <p><b>2004/05</b> Press Somerset County Council (SCC) to include major new transport infrastructure within the Taunton Transport Strategy Review (TTSR)</p>	<p>The County Council has agreed the Taunton Transport Strategy Review and second Local Transport Plan (LTP), which includes two new major transport schemes that will facilitate the regeneration of key sites in the town centre. The Northern Inner Distributor Road will facilitate the regeneration of Firepool and provide an east/west link. Furthermore, the Third Way will link Wellington Road with Bridge Street.</p>
<p><b>Prepare a scheme to develop a new Local Development Framework for Taunton Deane, superseding the Local Plan</b></p> <p><b>2006/07</b> Scheme completed</p>	<p>A draft Local Development Scheme has been submitted for comment to the Government Office South West (GOSW) and has now been approved.</p>
<p><b>Complete a bridge over the Silk Mills level crossing (Taunton) with associated park and ride site</b></p> <p><b>2006/07</b> Bridge completed and Park and Ride in operation</p>	<p>Work is progressing well with an anticipated completion in Dec 2005. The park and ride scheme is due to commence following completion of the works.</p>
<p><b>Establish a Park and Ride site east of Taunton</b></p> <p><b>2007/08</b> Park and Ride operational</p>	<p>Now that the Transport Minister has decided to improve the A358 rather than the A303 across the Blackdown Hills, the County Council has commenced design work on the Park &amp; Ride proposal.</p>

**CRIME & DISORDER**

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE C1: Target anti-social behaviour in our communities</b> <span style="float: right;"><b>On Course ☺</b></span>	
<p><b>Implement ‘Acceptable Behaviour Contracts’ (ABCs) and ‘Anti-Social Behaviour Orders’ (ASBOs) to deal with persistent nuisance offenders</b></p> <p><b>2004/05</b> To implement the protocol agreed for ABCs and ASBOs with individuals as appropriate</p>	<p>Protocols for ABCs and ASBOs are now in place and being used. A two-year ASBO was recently placed on a youth in Priorswood and received a lot of publicity in the local press. It is hoped that this will directly reduce crime and anti-social behaviour in this area. Several other ASBO’s are currently in place as part of a range of measures aimed at tackling anti social behaviour.</p> <p>A dedicated Anti-Social Behaviour Co-ordinator started in Jan 05 to undertake daily patrols and respond to ASB complaints.</p>
<p><b>Introduce a relocatable CCTV system for use at locations across Taunton Deane</b></p> <p><b>2004/05</b> Purchase equipment and implement project by end of 2004</p>	<p>The re-locatable CCTV system has now been purchased and Wellington Sports Centre has been identified as the pilot site. The CCTV system will be operating at the pilot site by June 2005. A protocol will then be produced to implement the system prior to running the system live.</p>
<p><b>Provide targeted programmes of sporting activities for young people at risk of offending</b></p> <p><b>2004/05</b> Deliver a comprehensive programme of youth diversionary activities in partnership with other agencies as appropriate</p> <p><b>2005/06</b> Review and extend programme as appropriate</p>	<p>Working in partnership, we have delivered a weekly teenager diversionary action programme, which commenced in June 2004 at Wellsprings Sports Centre. We also delivered a holiday activity programme during the Summer 2004. Both of these programmes have received commendations from the police who have stated that levels of youth offences reduced over this summer period. The council is working with Vibe Sport to augment youth provision.</p>



Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<p><b>Establish new Council arrangements for handling statutory liquor licensing reforms</b></p> <p><b>2004/05</b> Licensing Committee established</p> <p>Licensing Act in force – Committee able to issue licenses to new applicants</p> <p><b>2005/06</b> All active licenses need to be administered by TDBC</p>	<p>The new Licensing Act came into force in February 2005. The Licensing Committee was formed on the 24th February 2005 and it has been proposed that all new and old licensing functions should be re-delegated to the new committee. The role of the Licensing Committee is to resolve any objections that may be raised to the issue of licences.</p>
<p><b>Work with the Avon and Somerset Constabulary and others to secure a sustainable future for Parish and Neighbourhood Warden Schemes in Taunton Deane</b></p> <p><b>2004/05</b> Transfer of Wardens to Police Community Support Officers (PCSOs) in Wellington, West Deane, North and East Taunton</p> <p><b>2005/06</b> Work with partners to establish feasibility of widening geographical coverage of PCSOs/wardens</p>	<p>All wardens have been transferred across to Police Community Support Officers (PCSOs) and Taunton Deane's contribution to funding has been agreed until 2007/8.</p>
<p><b>Introduce a roving park warden scheme</b></p> <p><b>2004/05</b> Feasibility study to be carried out by end of 2004</p> <p><b>2005/06</b> Implement programme</p>	<p>A pilot scheme ran in July 2004, and the decision was made not to run the scheme again in this format. Meetings with Tone Leisure have been arranged to consider an alternative for summer 2005.</p>

**OBJECTIVE C2: Use our influence in all that we do to reduce crime and disorder**

**Off Course ☹**

**Prepare a corporate strategy for all of our services to play their part in reducing crime and disorder**

**2004/05**

Strategy prepared with input from all relevant services

No further progress to date. Heads Plans were completed at the end of 2004/05, however Section 17 of the Crime and Disorder Act had not been included. Heads Plans will become effective from 2005/06.

## HEALTH

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE H1: Enable the building of more social housing</b> <span style="float: right;"><b>Off Course ☹</b></span>	
<p><b>Enable the building of more social housing</b></p> <p><b>2004/05</b> Target 131 social housing units to be built each year from 2004-2007</p> <p>Establish longer term social housing target with Planning Policy</p>	<p>We have a target of enabling a total of 1,310 new build social housing units between 2002 and 2011 at an average of 131 units per annum. We have achieved at the end of Mar 05 a total of 185 social houses built since 2002. However, in 2004/05 we have completed a total of 48. We have therefore not met our target for this year.</p> <p>In Feb 2005 the results of a new Housing Needs Survey will provide updated social housing targets and the gap between requirements and what we currently provide could widen. 80% of affordable housing relies on Section 106 agreements through Planning. Long term prospects for social housing units until 2010 are reasonable.</p>
<b>OBJECTIVE H2: Reduce homelessness in Taunton Deane</b> <span style="float: right;"><b>On Course ☺</b></span>	
<p><b>Ensure that no families are living in B&amp;B accommodation from April 2004</b></p> <p><b>2004/05</b> Review and amend Homelessness Strategy</p>	<p>We are still meeting our six-week target based on the government's statutory instrument SI 3326 for homelessness. The Homelessness Strategy was reviewed in Jan 2004 and Jan 2005. Following the latest review, a Homelessness Strategy Day has been arranged to address key problems.</p> <p>We have a statutory performance indicator, which measures the average length of stay in Bed and Breakfast Accommodation (BV 183a). In the financial year 2004/05 we have achieved an average 3 week stay.</p>

**OBJECTIVE H3: Enable improvements and adaptations to help vulnerable people live in their own homes** **On Course ☺**

**Set up a Home Improvement Agency**

**2004/05**

to establish a Home Improvement Agency

**2005/06**

Ensure the agency is up and running

The development of the Home Improvement Agency was unavoidably delayed in the last financial year due to the Stock Options and Housing Restructuring work, which prevented recruitment of new staff for the Home Aid Partnership, the new joint Home Improvement Agency initiative with South Somerset District Council.

In April 2005 Officers commenced recruitment of 3 new staff for the Agency and these posts should be filled in the next few months. It is anticipated that the Agency will be fully staffed and working effectively by the summer of 2005. Two of the 3 posts will initially be on 2 year fixed term contracts but it is anticipated that they may, subject to the availability of funding, become fulltime posts.

**OBJECTIVE H4: Reduce 'fuel poverty' in vulnerable households in Taunton Deane by 30% over the period 1995 – 2010** **On Course ☺**

**Launch a campaign to increase take up of grants available to tackle fuel poverty among eligible groups**

**2004/05**

Campaign launched and generating increased grant take up

The Somerset Warm and Well scheme has achieved 171 installations since its launch in April 2004. This is a significant improvement on the previous years achievements with the Deane Warmth scheme, which achieved just 52 installations in the same time frame. The scheme has also brought in over £12,000 of householder contributions and £23,000 of Energy Efficiency Commitment funding from Scottish Power.

## ENVIRONMENT

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE En1: Increase the household waste recycling rate to 34% by 2005/06</b> <b>On Course ☺</b>	
<p><b>Encourage 38,000 households to use the kerbside recycling scheme and 90% of households to use the organics waste collection service</b></p>	<p>The services are being strongly promoted through the Somerset Waste Partnerships' 'Wake up to Waste' campaign.</p> <p>The kerbside recycling service was expanded in August 2004 and is now available to 95% of the Borough. The total recycling rate for the Borough has increased to 20.8%. The organic waste collection service is also proving popular with 32 more garden waste being collected per month this year than last year.</p> <p>This action should show the level of household waste being recycled rather than the level of households using the service.</p>
<p><b>Introduce kerbside collection of glass for recycling</b></p> <p><b>2004/05</b> Additional 24,500 households included in kerbside glass recycling (current number is 13,500)</p> <p><b>2005/06</b> 98% of households to have access to kerbside recycling (incl glass)</p>	<p>The kerbside collection service is now available throughout the Borough. The range of materials collected has been increased to include glass, paper, cans, textiles, engine oil, car batteries and telephone directories.</p>
<b>OBJECTIVE En2: Protect and enhance our environment</b> <b>On Course ☺</b>	
<p><b>Promote Taunton as "Tree Town of the South West"</b></p> <p><b>2004/05</b> Website launched</p> <p>Five tree trails open to the public</p>	<p>The launch of the 'Tree Town of the South West' website has been put back until end of April 05 because of staff sick leave. Two of the trail leaflets have been completed and a further two are currently in draft, due for completion in June 05. Work has been delayed due to consultation with Tree Wardens and sponsorship arrangements.</p>

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<p><b>Implement our Bio-diversity Action Plan to conserve Taunton Deane's natural habitats, wildlife and plant species</b></p> <p><b>2004/05</b> Launch website</p> <p>Hold annual meeting of partners</p>	<p>We are progressing the Bio-diversity web site launch as planned. A date for the annual meeting of partners has still to be set.</p>
<p><b>Maintain a high standard of street cleanliness throughout Taunton Deane, with targeted improvements in priority areas, as part of our 'Crisp and Clean' policy</b></p> <p><b>2004/05</b> Review all aspects of Council work in this area</p>	<p>In collecting BVPI 199, we randomly inspect a representative cross-section of over 300 sites every 4 months. This performance indicator is influencing how the service is being delivered in order to target and identify improvement throughout Taunton Deane. Improvement has been made overall this year, with plans for 2005 to target areas with the lowest improvement.</p> <p>The guidance for the calculation of this indicator from 2005/06 has been updated by the ODPM, and now requires local authorities to report on levels of graffiti, fly-posting and fly-tipping.</p>
<p><b>Work with the newly established Partnership to clean up the River Tone environment in Taunton</b></p> <p><b>2004/05</b> Promotional leaflet circulated</p>	<p>The first clean up took place in May 2004, removing 30 cubic metres of rubbish. The River Tone Partnership carried out a second clean up of the river and banks in July and a third in March 2005. A further clean up of the River Tone is planned for the summer of 2005. The option of more regular clean-ups of the River Tone is being looked at as part of the 'Crisp and Clean' initiative.</p>
<p><b>Manage our parks and open spaces to Green Flag Award standards</b></p> <p><b>2004-07</b> One additional park submitted to the award each year over the period 2004-07</p>	<p>Vivary and Wellington Parks have both been awarded the Green Flag Award. Wellington Park has also been awarded the Heritage Flag. An application has been submitted for Victoria Park. The judging of these awards will take place in May 05, with the announcements taking place in July 05.</p>

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<p><b>Work in partnership to complete a flood alleviation scheme for Norton Fitzwarren</b></p> <p><b>2004/05</b> Make the case to Planning Inspectorate for developer funding</p> <p>Agree way forward with developers</p> <p><b>2006/07</b> Scheme completed</p>	<p>Negotiations are still progressing in order to facilitate construction of the necessary works.</p>
<p><b>Develop and deliver a Green Spaces Strategy for the Borough</b></p> <p><b>2004/05</b> Adoption by members in April 2004</p> <p><b>2005/06</b> Roll out Action Plan following Member adoption</p>	<p>Members adopted the Strategy in April 2004. The action plan was approved by the Health and Leisure Panel in July 2004. Actions carried out so far include:</p> <ul style="list-style-type: none"> <li>• s106 to secure new community park and football pitches</li> <li>• Management plans written for 3 parks</li> <li>• Promotion of the service (Green Flag award ceremony)</li> <li>• Rolling out of name boards</li> <li>• Establishment of area maintenance teams</li> <li>• Wellington Skate park</li> <li>• Investment plan written for improving open spaces</li> </ul> <p>Other work on the Action Plan is ongoing.</p>

## DELIVERY

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE D1: Deliver high quality services at a sustainable cost</b> <span style="float: right;"><b>On Course ☺</b></span>	
<p><b>Produce a medium term budget which balances spending on priority areas with available resources</b></p> <p><b>2004/05</b> Agree priority service areas for next 3 years</p>	<p>The Executive identified and agreed priority service areas for the next three years. Draft savings targets were issued to Heads of Service who provided delivery plans.</p> <p>The Executive have now produced their budget proposals for consideration by the Review Board and this was agreed in Feb 2005. We are currently updating the Medium Term Financial Plan to formulate the budget strategy for 2006/07 onwards and to ensure we are still on track for future years.</p>
<b>OBJECTIVE D2: To focus performance management and effort in our high priority areas</b> <span style="float: right;"><b>On Course ☺</b></span>	
<p><b>To ensure that all staff are participating in the Council's Performance Review and Employee Development Scheme (PREDS)</b></p>	<p>Evidence from Investors in People (IIP) assessment and the Comprehensive Performance Assessment (CPA) shows that coverage is comprehensive, and we continue to monitor this closely. All managers have been asked to confirm the status of completed PRED's for staff. A full report will be completed for CMT in May 05.</p>
<p><b>To ensure that every Service Unit has a current service plan and associated training plan</b></p>	<p>Rolling three year Heads Plans have been developed and will be considered by CMT on 25th April 05.</p> <p>99% of training plans have now been completed at the end of March 2005. Plans will be monitored closely for consistency.</p>
<p><b>To ensure that the Corporate Priorities are regularly monitored and reviewed by CMT and members</b></p>	<p>Progress against the Corporate Strategy and PI's is collected through the performance management system and reported quarterly together with budget monitoring quarterly to CMT, Executive Members and the Review Board.</p>



Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<b>OBJECTIVE D3: Work in partnership to deliver shared priorities</b> <span style="float: right;"><b>On Course ☺</b></span>	
<p><b>To play a lead role in implementing reviewed arrangements for the Taunton Deane LSP</b></p> <p><b>2004/05</b> ‘Core and Associate’ LSP members model operating successfully</p> <p>Agreement of top priorities for LSP</p> <p>Delivery plan for Community Strategy prepared</p> <p><b>2005/06</b> 2<sup>nd</sup> Community Strategy for Taunton Deane prepared</p>	<p>The ‘Core and Associate’ LSP members model is working successfully.</p> <p>The Delivery Plan for the Community Strategy has been completed in 2004/05 and discussed with the LSP. The LSP have also agreed its top priorities.</p> <p>The LSP development day took place in Jan 2005, and included reviewing ‘fit for purpose’ in developing the Local Area Agreements (LAAs). This is progressing well.</p>
<b>OBJECTIVE D4: To meet our statutory requirements</b> <span style="float: right;"><b>On Course ☺</b></span>	
<p><b>Prioritise (during 2004/05) those statutory areas where additional resources/attention are warranted</b></p>	<p>Full Council have agreed a Financial Strategy over the medium term. Heads of Service devised delivery plans to meet savings targets. ‘Profile of Services’ has been debated by councillors at Review Board, and agreed by Executive. Savings targets for 05/06 budget setting were focussed on the agreed profile of services to address the budget deficit. The profile of services will be used again when formulating the budget strategy for 2006/07.</p>
<b>OBJECTIVE D5: Develop, motivate and empower our own staff to reach their full potential</b> <span style="float: right;"><b>On Course ☺</b></span>	
<p><b>Achieve the “Investors in People” (IIP) standard</b></p> <p><b>2004/05</b> Achieve the IIP standard in May 2004</p>	<p>Since achieving the Standard in May 2004, we have continued to work on consolidating the improvements to management practices. The IIP group continues to meet quarterly and progress is being made towards several developments that will improve consistency and help to make the next assessment in November 2005 successful.</p>

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<p><b>Implement the Council's Healthy Workplace Strategy</b></p> <p><b>2004/05</b> Have a Strategy and Action Plan in place by April 2005</p>	<p>Various activities to encourage staff to lead a healthy lifestyle have now been started and other elements of the plan are under review. The Get Active campaign has started which aims to encourage staff to take more physical activity. There has also been a Smoking Cessation Group and a Healthy Eating presentation.</p>
<p><b>OBJECTIVE D6: Respond to customers' needs and promote equality of opportunity in all that we do</b> <span style="float: right;"><b>On Course ☺</b></span></p>	
<p><b>Make steady progress along the Equality Standard for Local Government</b></p> <p><b>2004/05:</b> Level 1 <b>2005/06:</b> Level 2 <b>2006/07:</b> Level 3 <b>2007/08:</b> Level 4 <b>2008/09:</b> Level 5</p>	<p>An Equalities Policy has been adopted and training for staff, managers and councillors has now been completed. The new Equalities Officer started in post in October 2004. Equality Impact Assessments are progressing well as a requirement of the Race Equality Scheme.</p> <p>We have met 'Level 1' of the Equalities Standard in 2004/05, and currently working on achieving Level 2 by March 2006.</p>
<p><b>OBJECTIVE D7: Improve access to Council information and services</b> <span style="float: right;"><b>On Course ☺</b></span></p>	
<p><b>Launch 'Customer Services' initiative</b></p> <p><b>2004/05</b> Customer Services telephone service launched for 10 'most called upon' public services in April 2004</p> <p><b>2005/06</b> 80% of all telephone calls to TDBC handled without onward referral</p>	<p>The Customer Services telephone service has been launched for the 10 'most called upon' public services from April 2004. We will be further improving the existing service as well as developing all other service areas, by the end of 2005.</p> <p>The Customer Services telephone service is currently dealing with approximately 50% of all calls without onward referral. Environmental Health services are being developed for implementation during the 2nd Quarter of 2005. Other services are also being looked at for development.</p>

Key Actions and Milestones	Progress to 31 <sup>st</sup> March 2005
<p><b>Increase opportunities for electronic access to Council services</b></p> <p><b>2004/05</b> 91% of appropriate services enabled for electronic delivery</p> <p><b>2005/06</b> 100% of appropriate services enabled for electronic delivery</p>	<p>We have set a target of 91% of appropriate services being enabled for electronic delivery for 2004/05 and have achieved 79% therefore missing our target for the year.</p> <p>This target has been missed due to changes to the definition for calculation of BV 157 based on the ESD Toolkit. Furthermore, the retirement of the E-Government Manager and the decision not to replace this post, has also resulted in a short term impact on achievement of this target.</p>
<p><b>Implement the Council's Communications Strategy</b></p> <p><b>2004/05</b> Strategy approved in 2004</p>	<p>The Review Board approved the strategy in Feb 04. The Publications Audit has been completed and Media Monitoring is now in place. Consultation regarding the draft Style Guide is currently underway and the Plain English Project has been started.</p>
<p><b>Complete a review of the Council's methods of service delivery in future</b></p> <p><b>2004/05</b> Review completed</p>	<p>The Executive and CMT have agreed a broad policy direction on the development of a 10 year vision for customer access to services. A project team will take this forward in 2005/06.</p>

## MONITORING OF 2004/05 STATUTORY AND LOCAL PI'S

Details of Indicators Off-Target

**BV 1b - By when will a full review of the community strategy be completed? If such a review was scheduled for this year, was it completed on time?**

Target: June 05	2003/04: June 05	Apr – Mar 05: Dec 2005
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Performance against this indicator has slipped due to the LSP focussing effort on preparations in advance of a possible Local Area Agreement for Somerset. A performance report against the objectives of the Community Strategy has however been completed and is available from the LSP website. The review date for the Community Strategy has been moved back to June 2006, this will not affect the overall timetable for updating the document.

**BV 8 - The percentage of invoices for commercial goods and services, which were paid by the authority within 30 days of such invoices being received by the authority**

Target: 100%	2003/04: 96.0%	Apr – Mar 05: 97.0%
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There is a statutory government target of 100% for this PI. Where failure occurs the relevant manager is reminded of their responsibilities to promptly pass invoices forward for payment and notifying them of the statutory target. However, performance has improved slightly from last year.

**BV 10 – The percentage of non-domestic rates due for the financial year which were received by the authority**

Target: 99.0%	2003/04: 98.5%	Apr – Mar 05: 98.8%
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Payment dates for Council Tax and NDR have both been brought forward for 2004/05. Our in year collection rate represents a significant improvement on the previous financial years. The target has been missed by 0.2% due to a number of high balance accounts remaining outstanding at the end of the 2004/05.

**BV 11b - The percentage of top 5 % of earners from black and minority ethnic communities**

Target: 2.5%	2003/04: 0%	Apr – Mar 05: 0%
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All future staff vacancies will be advertised in the Somerset Racial Equality Council (SREC) publication. This is delivered to 150 minority and hard to reach groups in Somerset and will help attract people from these groups to apply for Council positions. In addition, the Council's recruitment practices are to undergo an Equality Impact Assessment to ascertain whether practices need to be changed in any way.

**BV 12 – The proportion of working days / shifts lost to sickness absence**

Target: 9.5 days	2003/04: 10.2 days	Apr – Mar 05: 12.6 days
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Longer-term sickness has risen slightly and we anticipate that we will not meet our annual target. Sickness figures will now be reported to managers monthly for closer scrutiny. Heads of Service will be asked to review high levels or increases in sickness within service units. Additionally, the council is launching a policy for reducing and managing stress at work, which is expected to reduce sickness absence in this particular area. Other initiatives such as referrals for specific health problems and our investment in an HSE pilot scheme are planned.

**BV 14 – The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force**

Target: 0.5%	2003/04: 0.2%	Apr – Mar 05: 0.68%
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The large number of organisational restructures has resulted in a disproportionate number of early retirements. The restructures themselves will have led to greater efficiency, and in some cases

**BV 16.1 – The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition**

Target: 3.5%	2003/04: 3.3%	Apr – Mar 05: 2.1%
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The Council's recruitment practices are about to undergo an Equalities Impact Assessment to ascertain whether practices need to be changed.

**BV 17.1 – The percentage of local authority employees from minority ethnic communities**

Target: 1.5%	2003/04: 1.0%	Apr – Mar 05: 1.35%
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All future staff vacancies will be advertised in the Somerset Racial Equality Council (SREC) publication. This is delivered to 150 minority and hard to reach groups in Somerset and will help attract people from these groups to apply for Council positions. In addition, the Council's recruitment practices are to undergo an Equality Impact Assessment to ascertain whether practices need to be changed in any way.

**BV 62 – The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority**

Target: 10.0%	2003/04: 9.6%	Apr – Mar 05: 7.8%
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We under-performed in Quarter 1 due to the additional pressure put on staff to complete jobs in the last quarter of 2003/2004. Grant completions in Quarter 1 tend to be slow because of the pressure put on grant applicants to complete works before the end of the financial year. This shortfall has therefore affected our performance in 2004/2005.

**BV 76.2 – The number of fraud investigators employed, per 1,000 caseload**

Target: 0.45	2003/04: 0.45	Apr – Mar 05: 0.32
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The Fraud Investigation Manager resigned from post earlier in the year. In terms of 'economy of scale' our results as reported in BV 76.1 show performance has improved with less staff. Staffing levels will be reviewed in June 2005 to ensure we continue to tackle fraud effectively, but also providing value for money in terms of the resources we use to assist us in our aims.

**BV 76.3 - The number of fraud investigations, per 1,000 caseload**

Target: 30.0	2003/04: 31.2	Apr – Mar 05: 18.95
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**BV 76.4 - The number of prosecutions and sanctions, per 1,000 caseload**

Target: 4.50	2003/04: 4.45	Apr – Mar 05: 3.42
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Our decline in performance is consistent with the reduced level of staff within the Fraud Investigations Unit. Staffing levels will be reviewed in June 2005 to ensure we continue to tackle fraud effectively, but also providing value for money in terms of the resources we use to assist us in our aims.

**BV 79.2 – The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year**

Target: 45.0%	2003/04: 36.7%	Apr – Mar 05: 33.9%
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The level of overpayment debt raised was higher than expected due to the success of the new interventions regime where large overpayments were identified. We have raised more overpayments than expected during the year, therefore increasing the amount of overpayments outstanding. This has resulted in our performance falling below our annual target.

**BV 82.1 - Percentage of the total tonnage of household waste arisings which have been recycled.**

Target: 18.2%	2003/04: 14.5%	Apr – Mar 05: 16.9
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**BV 82.2 – Percentage of the total tonnage of household waste arisings which have been sent for composting or for treatment by anaerobic digestion.**

Target: 7.5%	2003/04: 3.2%	Apr – Mar 05: 3.9
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With the delay in implementing the new refuse and recycling services (Sort It!) this has resulted in our performance failing to meet the annual targets. This service will now include recycling food waste and increasing the take up of garden waste collections as well as reducing the amount of residual waste landfilled. The new refuse and recycling services will be rolled out throughout the Borough over the current financial year.

**BV 109.1 – Percentage of planning applications determined in line with Governments new development control targets to determine: (a) 60% of major applications in 13 weeks**

Target: 87.0%	2003/04: 86.7%	Apr – Mar 05: 80.7%
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**BV 109.2 – Percentage of planning applications determined in line with Governments new development control targets to determine: (a) 65% of minor applications in 8 weeks**

Target: 79.0%	2003/04: 78.0%	Apr – Mar 05: 75.0%
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Our performance in year is affected by the overall number of planning applications received which has increased by 2.7%. Our performance therefore means we have missed our annual target, however we continue to exceed the requirements of the government's new development control targets. Future targets will be reduced as the caseload per officer remains in excess of what is regarded to be a sustainable level.

**BV 127 – Violent offences committed, per 1,000 population:**

**BV127.1 - By a stranger**

Target: 6.9	2003/04: 7.1	Apr – Mar 05: 7.1
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**BV 127.2 – In a public place**

Target: 9.6	2003/04: 9.9	Apr – Mar 05: 10.5
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**BV 127.3 – In connection with licensed premises**

Target: 2.0	2003/04: 2.1	Apr – Mar 05: 2.2
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**BV 127.4 – Under the influence**

Target: 1.9	2003/04: 2.0	Apr – Mar 05: 2.7
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These results represent performance in 2004/05. Violent crime is on an upward trend nationally, and this is also reflected locally. Violent crime encompasses many things that are not necessarily direct physical attacks on the person, such as harassment (including by mobile phone text and email) and possession of an offensive weapon. The council are committed to reducing violent crime and will monitor closely the government's violent crime bill to ensure that we comply fully with new legislation and are proactive in bringing in new initiatives to tackle the problem.

**BV 128.1 – Vehicle crimes per 1,000 population**

Target: 10.6	2003/04: 11.0	Apr – Mar 05: 10.8
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Vehicle crime has reduced slightly on the year, but not as much as was hoped. It has however, decreased significantly in recent years. Vehicle crime is a volume crime and forms part of the target for an overall reduction in crime of 15% by 2008 set within the Somerset Crime Reduction and drugs Strategy 2005-08. Progress is expected on this in the coming years.

**BV 156 – Percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people**

Target: 59%	2003/04: 55%	Apr – Mar 05: 55%
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Staffing levels and the restructure of the housing department have all contributed to the level of authority buildings open to the public that are suitable for and accessible to disabled people. We continue to ensure authority buildings are compliant for disabled people, however work currently on new buildings does not meet the definition of this indicator.

**BV 157 – The number of types in interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery**

Target: 91%	2003/04: 60%	Apr – Mar 05: 79%
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With the retirement of the E-Government Manager and the decision taken not to replace this post, this has resulted in our performance falling below the target set for 2004/05. However, our performance against this indicator has significantly improved from the last year.

**BV 179 - Percentage of land searches carried out in ten working days.**

Target: 94.0%	2003/04: 30.2%	Apr – Mar 05: 71.2%
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Land Search applications were being held up within the building control section during Quarter 1. This has now been resolved and 99.8% of land searches in Quarter 4 met the ten-day target, however the poor first quarter means that we have not met our annual target.

**BV 185 - Percentage of responsive (but not emergency) repairs during 2003/2004, for which the authority both made and kept an appointment**

Target: 27.0%	2003/04: 19.4%	Apr – Mar 05: 20.52%
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Our performance in 2004/05 is measured from the level of responsive repairs where an appointment was made and kept by DLO staff. Contractor appointments made and kept are not currently recorded. Improvements are being made to the existing IT system in which will allow a more accurate figure to be reported against the requirements of this indicator.

**LPI 30 – Percentage of tenants who have reported anti-social behaviour /neighbour nuisance in the past twelve months, satisfied with the service received.**

Target: 73.0%	2003/04: 72.2%	Apr – Mar 05: 64%
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Our decline in performance has resulted due to the loss of a key member of staff who led performance in this area of work and whose post remained unfilled until the restructuring of housing department took place in April 2005, whereby the post has been deleted. With the additional resources allocated to Estates Management in the current financial year, our performance is expected to improve. We have however, not met our annual target.

**LPI 51 – Percentage of abandoned vehicles removed from the public highway within two days of request.**

Target: 72.0%	2003/04: 71.4%	Apr – Mar 05: 57.4%
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Current information has shown that the number of dangerous and abandoned vehicles has reduced, indicating a general improvement in local environmental quality and reducing costs to the authority and other agencies, such as the police and fire services.

This reduced volume is one of the reasons we have been unable to meet our annual target. In addition, the current high value of scrap metal also means there are less vehicles 'only fit for scrap' being abandoned. This results in vehicles reported to us tending to be newer and therefore taking longer to confirm whether abandoned or not, so increasing the overall removal time.



<b>LPI 54 - Percentage variation of financial outturn against approved budget</b>		
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Target: +/- 0.50%	2003/04: -2.13%	Apr – Mar 05: -1.49%
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Performance against this indicator is detailed in paragraph 3.3 of this report. In the main the major variation against current budget is due to additional estimated entitlement to housing benefit subsidy.		
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<b>LPI 55 – Percentage of Audit Plan achieved</b>		
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Target: 80%	2003/04: New Indicator	Apr – Mar 05: 75%
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Internal Audit Services have now been implemented and become part of the South West Audit Partnership. With the loss of a key member of staff and the increased level of enquiries surrounding Data Protection and Freedom of Information, this has resulted in performance falling short of the annual target. It is anticipated that work under this partnership will improve our performance against this indicator.		
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<b>LPI 56 – Percentage of e-government national priority outcomes implemented to the ODPM criteria of “Good”</b>		
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Target: 60%	2003/04: 16%	Apr – Mar 05: 56%
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Our performance against this indicator has fallen slightly short of the target due to our misinterpretation of the guidance that was clarified at a recent partnership meeting.		
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**MONITORING OF LOCAL PUBLIC SERVICE AGREEMENT**

PI No.	TAUNTON DEANE BC DISTRICT BASKET	Measure Type	2002/03 Base Year	2003/04	2004/05	2005/06	Improvement Shown as	Year 1	Year 2	Year 3	Weighting	Year 1	Year 2	Year 3
				Performance Year 1	Performance Year 2	Performance Year 3		2003/04	2004/05	2005/06		2003/04	2004/05	2005/06
								Perf. Index	Perf. Index	Perf. Index		Perf. Index	Perf. Index	Perf. Index
8	Percentage of Invoices paid within 30 days	%	96.20%	96.00%	97.00%	0.00%	Increase	0.998	1.008	-	14.29	14.2560	14.4045	-
9	Percentage of Council Tax Collected	%	97.80%	97.90%	98.10%	0.00%	Increase	1.001	1.003	-	14.29	14.3003	14.3295	-
66a	Local authority rent collection and arrears : proportion of rent collected	%	97.60%	97.80%	97.80%	0.00%	Increase	1.002	1.002	-	14.29	14.3150	14.3150	-
78a	Average time for processing a new claim	No.	31.10	28.68	22.97	0.00	Decrease	1.078	1.261	-	14.29	15.3973	18.0202	-
82a	Percentage of household waste arisings recycled	%	9.90%	14.50%	16.90%	0.00%	Increase	1.465	1.707	-	14.29	20.9235	24.3867	-
109a	Percentage of major planning applications carried out in 13 weeks	%	29.00%	86.70%	80.70%	0.00%	Increase	2.990	2.783	-	14.29	42.7094	39.7537	-
157	Percentage of interactions capable of electronic delivery which are delivered using paperless methods	%	50.00%	60.00%	79.00%	0.00%	Increase	1.200	1.580	-	14.29	17.1429	22.5714	-
<b>Total</b>		<b>7</b>									<b>100.00</b>	<b>139.04</b>	<b>147.78</b>	<b>0.00</b>

## TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 22nd JUNE 2005

### REPORT OF THE FINANCIAL SERVICES MANAGER

This matter is the responsibility of Executive Councillor Williams (Leader of the Council)

### TREASURY MANAGEMENT OUTTURN 2004/05 & UPDATE

#### EXECUTIVE SUMMARY

- External debt was marginally increased over the year to take advantage of cost reductions.
- Base rate remained level at 4.75% following 0.25% increase in Aug 04, future trend expected to follow downward path.
- Investment Income was up on previous year, £930k compared to £634k, with the General Fund share also up by £235k to £705k.
- Cash Flow surpluses have remained largely static with no change expected in the short to medium term.

#### 1. Purpose Of The Report

- 1.1 To update the Executive on the outturn position for treasury management activities for 2004/05, and the current position to date for the financial year 2005/06 on treasury management issues.

#### FINAL FIGURES 2004/05

#### 2. External Debt

- 2.1 The Analysis of debt for the year ending 31st March 2005 is as follows:

Total debt outstanding 1.4.2004	£ 19,129,550
Long term loans repaid during year	(1,513,031)
New loans taken out during year	2,000,000
Total debt outstanding 31.3.2005	19,616,519

- 2.2 Analysis of the Councils' Loan Debt: -

31 <sup>st</sup> March 2004		31 <sup>st</sup> March 2005
£		£
19,041,992	Public Works Loan Board	19,531,228
200	Local Market Bonds	200
80,858	SCC Annuity Loans	78,591
6,500	Parish Council / Local Trust Loans	6,500
19,129,550		19,616,519

2.3 External borrowing increased slightly over the year to take advantage of low borrowing rates, (even lower than borrowing from our own internal funds). This allowed for a marginal reduction in the cost of borrowing, and thus reduced the burden to the taxpayer.

### **3. Interest Rates**

3.1 As reported in the January update, the Bank of England has increased rates only once (0.25%, Aug 2004) in the last year. Intense debate and speculation, as to future movements has settled, with most City institutions and the market agreeing that 4.75%, the current base rate, is the peak of this cycle and future movement will be downward.

### **4. Borrowing Transactions**

4.1 No further borrowing has been undertaken since the £2m additional PWLB debt taken on in December 2004.

4.2 The average consolidated rate of interest on the total portfolio for 2004/05 was 5.91% (6.61% in 2003/04). This reflects the reduced cost of borrowing identified in paragraph 2.3 as well as maturing loans, taken on at a time of higher rates than the current average.

### **5. Investment Transactions**

5.1 Temporary surpluses in cash flow, as well as cash reserves, can be invested for periods of up to 2 years. By this, the Council can use these investment returns to reduce the cost of services to the taxpayer. The funds available for investment has levelled out after a run of approximately 3-4 years of increases, this is largely due to the Council now having to pay over 75% of Right to Buy receipts to the Government. However, despite this the actual level of investments outstanding at 31/03/05 was still £16.14m (£14.1m in 2004). The detail of the outstanding investments can be found in Appendix A.

5.2 The average rate of interest achieved when investing surplus funds during 2004/05 was 4.18% - 5.4% (3.30% - 4.70% 2003/04), with the increase reflecting a period of relatively stable base rates, coupled with market speculation as to the timing and movement of future interest rates.

5.3 Interest earned on these investments amounted to just under £930,000 (£634,000, 03/04) of which approximately £705,000 (£470,000 03/04) was allocated to the General Fund. Realistically, these returns cannot be expected to continue into the future, in the context of reducing base rates, nevertheless, officers will continue to monitor rates in conjunction with our advisors, Sector, and seek to make positive investment decisions, seizing upon opportunities as they arise.

## **THE CURRENT YEAR**

### **6. Outlook for Interest Rates**

6.1 As discussed above, base rates are expected to fall over the coming financial year. However, this impression may alter if world, European and / or UK economic growth accelerates and / or inflation gets out of control.

**7. Borrowing Strategy**

7.1 Despite relatively reduced levels of capital resources; there is no current anticipation of borrowing need in the coming year. Any borrowing undertaken will likely take the form of externalising our overall liability to reduce the cost of debt; as was achieved last December.

**8. Public Works Loan Board**

8.1 Loans to the value of approximately £1.5m will be repaid to the PWLB during 2005/06.

**9. Investment Transactions**

9.1 As at 8th June 2005 sums totalling £20,555,000 were invested as set out in Appendix B.

9.2 The average rate of interest achieved when investing surplus funds during 2005/06 to date ranges from 4.74 to 5.27%. This income source is on target to achieve budgeted levels.

**10. Effect on Corporate Priorities**

10.1 Treasury Management impacts on all aspects of the Council's revenue and capital finances and therefore affects all Corporate Priorities.

**11. Recommendation**

11.1 The Executive is requested to note the treasury management outturn for 2004/05, and the position to date for 2005/06.

**Background Papers:**

Treasury Management Update 2004/05, Executive 12<sup>th</sup> January 2005.

Treasury Management & Investments Strategy 2005/06, Executive 9<sup>th</sup> March 2005.

**Contact Officers**

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**Appendix A**

**Investments Outstanding At 31<sup>st</sup> March 2005 (In Maturity Order)**

<b>Borrower</b>	<b>Amount £</b>	<b>Rate of Interest %</b>	<b>Date of Investment</b>	<b>Date of Maturity</b>
Derbyshire Building Society	1,000,000	4.77	01/02/05	01/04/05
West Bromwich Building Society	1,000,000	4.77	01/02/05	01/04/05
Newcastle Building Society	1,000,000	4.74	15/04/04	14/04/05
Cheshire Building Society	1,000,000	4.90	15/10/04	14/04/05
West Bromwich Building Society	1,000,000	4.83	28/02/05	29/04/05
Norwich & Peterborough Building Society	1,000,000	5.00	17/08/04	17/05/05
Cheshire Building Society	1,000,000	5.13	18/11/04	17/05/05
Nottingham Building Society	1,000,000	4.88	27/10/04	27/05/05
Principality Building Society	1,000,000	4.90	22/03/05	22/06/05
Nottingham Building Society	1,000,000	4.99	01/10/04	01/08/05
Principality Building Society	1,000,000	5.01	15/03/05	23/09/05
Derbyshire Building Society	1,000,000	4.98	24/03/05	26/09/05
Stroud & Swindon Building Society	1,000,000	5.40	19/11/04	18/11/05
Dexia Banque Int'l a Luxembourg SA	1,000,000	5.00	01/03/05	28/02/06
Coventry Building Society	1,000,000	5.03	31/03/05	31/03/06
Abbey National Business Reserve	170,000	Variable	N/A	On Demand
Royal Bank of Scotland Treasury Fund	970,000	Variable	N/A	On Demand
<b>TOTAL</b>	16,140,000			

**Appendix B**

**Investments Outstanding At 8<sup>th</sup> June 2005 (In Maturity Order)**

<b>Borrower</b>	<b>Amount £</b>	<b>Rate of Interest %</b>	<b>Date of Investment</b>	<b>Date of Maturity</b>
Principality Building Society	1,000,000	4.90	22/03/05	22/06/05
Derbyshire Building Society	1,000,000	4.88	01/04/05	22/06/05
West Bromwich Building Society	1,000,000	4.86	01/04/05	22/06/05
Scarborough Building Society	1,000,000	4.85	27/04/05	27/06/05
Cumberland Building Society	1,000,000	4.83	03/05/05	04/07/05
HSH Nordbank	1,000,000	4.77	17/05/05	18/07/05
Portman Building Society	1,000,000	4.77	01/06/05	28/07/05
Nottingham Building Society	1,000,000	4.78	27/05/05	29/07/05
Nottingham Building Society	1,000,000	4.99	01/10/04	01/08/05
Portman Building Society	1,000,000	4.78	01/06/05	01/08/05
Principality Building Society	1,000,000	5.01	15/03/05	23/09/05
Derbyshire Building Society	1,000,000	4.98	24/03/05	26/09/05
Stroud & Swindon Building Society	1,000,000	5.40	19/11/04	18/11/05
Dexia Banque Int'l a Luxembourg SA	1,000,000	5.00	01/03/05	28/02/06
Coventry Building Society	1,000,000	5.00	31/03/05	31/03/06
Cheshire Building Society	1,000,000	5.27	15/04/05	13/04/06
Stroud & Swindon Building Society	1,000,000	5.40	09/05/05	08/05/06
Abbey National Business Reserve	2,000,000	Various	N/A	On Demand
Royal Bank of Scotland Treasury Fund	1,555,000	Various	N/A	On Demand
<b>TOTAL</b>	<b>20,555,000</b>			

## **TAUNTON DEANE BOROUGH COUNCIL**

**EXECUTIVE – 22 JUNE 2005**

**Report of Strategic Director (Shirlene Adam)**  
**(This matter is the responsibility of Executive Councillor T Hall)**

### **JOINT VENTURE ARRANGEMENTS FOR CORPORATE SERVICES OUTLINE BUSINESS CASE**

#### **EXECUTIVE SUMMARY**

This report builds on the vision outlined in the report to the Executive “Joint Arrangements For Corporate Services” in May 2005 by the chief Executive. This report presents the first draft “business case” for the project and outlines some of the thinking about the changes needed to our services in order to deliver our customer access ambitions, achieve our efficiency targets, and continue to improve service delivery to the public.

Further reports, adding more detail to the business case will be presented to the Executive in July and August 2005.

#### **1. Purpose of the Report**

1.1 This report provides an update on the work carried out since 24 May 2005 on the future direction of the Council in respect of:

- Customer Access to services and service improvement;
- Corporate Services (incl Revenues and Housing Benefits).

1.2 The Executive is asked to:

- a. Note the further progress made with work on a potential Joint Venture arrangement for the services outline above;
- b. Note the Outline Business Case for the Joint Venture option, which is appended to this report.

#### **1. Background**

2.1 At its last meeting on 24 May, the Executive Committee considered a report and presentation from the Chief Executive that outlined the need for this Council to consider the future direction of customer access to services, and corporate support services. The report recommended that the Council explore the potential for a Joint Venture partnering arrangement with the County Council and a private sector partner for reconfiguring the way we provide our customer services and our corporate support services.



- 2.2 The Executive agreed in principle to explore the Joint Venture arrangement as a potential solution to help us meet our aspirations and future challenges in these areas, both of which were highlighted in the Chief Executive's report.
- 2.3 The key drivers behind this report stem from the need for the Council to improve and develop its customer access strategy, and to take action to rationalise our corporate support services before the implications of the Gershon review dictate that rationalisation for us.
- 2.3 The projections from the Gershon Review and its associated efficiency savings targets accentuate the need for the Council to begin planning now to ensure that future service provision is sustainable, and that we can achieve the aims of our emerging customer access strategy.
- 2.4 Although this year's position is as described above, it is clear the council cannot year on year sustain its current level and method of support service provision in an increasingly pressured environment. It is also clear that we do not currently possess the skills or capacity to achieve significant reconfiguration of these services under our own steam.

### **3. Progress Update**

- 3.1 Since the Chief Executive's report was endorsed on 24 May, significant progress has been made to further progress the work of the proposed Joint Venture arrangement.
- i. An Outline Business Case has been developed for the Executive's consideration; (See Appendix 1)
  - ii. A dedicated Project Team has been established and is currently working on the refinement of the Outline Business Case – aiming to present a fully researched and defined Business Case to the Executive later this summer. This includes an in depth analysis of services provided and related costs, and a scoping exercise to determine which services should be included in such an arrangement;
  - iii. Governance and Project Management arrangements for progressing the work have been agreed with the County Council;
  - iv. Initial consultation has taken place with Unison and Staff Side representatives about the potential progression of the project;
  - v. Work has begun on developing an internal communications strategy and action plan;
  - vi. The project has been assessed by an independent review team on its readiness to achieve its proposed timetable (discussed on 24 May).
- 3.2 In respect of (vi) above, the project's proposed timetable has slipped a little and the proposed implementation of the procurement process for the

private sector partner has been deferred from May 2005 to September 2005.

#### **4. Recommendations**

##### **4.1 That the Executive:-**

- i. Note the attached Outline Business Case for the potential Joint Venture arrangement (see Appendix 1);
- ii. Continues to endorse exploring the potential of a Joint Venture arrangement with the County Council;
- iii. At the next Executive Committee meeting in July, further considers a more detailed Business Case for the Joint Venture together with the Council's Customer Access Strategy.

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#### Background Papers:-

Executive 24 May 2005 – “Joint Venture Arrangements For Corporate Services”

# **APPENDIX 1**

**TAUNTON DEANE BOROUGH COUNCIL**

**OUTLINE BUSINESS CASE**

**STRATEGIC PARTNERING  
(JOINT VENTURE PROJECT)**

**Draft 1**

**June 2005**

## **CONTENT**

1. Overview
2. Strategic Case For Change
3. Financial Case For Change
4. Project Objectives
5. Options appraisal
6. Commercial Research
7. Procurement Options
8. Affordability
9. Project Scope
10. Key stakeholders
11. Joint working
12. Risks
13. Project management arrangements
14. The Next Steps

## **1. OVERVIEW**

- 1.1 The main purpose of this Outline Business Case (OBC) is to set out the business need for the proposed Joint Venture partnering project, and to identify any investment in resources necessary to progress the project. It will also serve as a basis, if appropriate, to develop a more detailed Business Case if the project progresses further.
- 1.2 For clarity, a Strategic Service Partnership is a long-term partnership between organisations that work collaboratively to achieve their respective strategic aims and objectives for delivering services (more commonly known as a Joint Venture).
- 1.3 This OBC is written as a “living” document in that it will continually be updated as new information and data becomes available over the following weeks as the project progresses. It is envisaged that a further, more detailed draft Business Case will be shared with the Executive in July, before asking the Executive to approve TDBC’s final Business Case in August.

## **2. STRATEGIC CASE FOR CHANGE**

### **2.1 Customer Focussed Service Delivery**

- 2.1.1 Service improvement has been, and continues to be, high on TDBC’s agenda. Although the council has been assessed as “Excellent” through the CPA process, performance is not just about a package of services being delivered in a timely fashion – it is also about the way in which those services can be accessed, the manner in which they are delivered and the quality of the interaction between the customer and the council.
- 2.1.2 Even “high performing” councils can improve service quality and subsequent public satisfaction with council services. At TDBC, there is still room for improvement and we cannot be complacent and rest on our laurels on the back of our CPA outcome. We may have a two-tier local government structure in Somerset, but we do not have a two tier community.
- 2.1.3 Whilst the development of Local Strategic Partnerships is beginning to define our joint agency priorities and define the areas of service to be delivered, it has not yet translated into changing the way we deliver the services that address these priorities.
- 2.1.4 To ensure we continue to improve our services, we are determined to rethink the way people experience our services – which means customer-

facing services being configured in a way which meets the needs of the service recipients – not simply delivering services in ways that are convenient for local government organisations.

**Transforming the customer experience is one of the key strategic objectives of our partnership initiative.**

## **2.2 Efficiency & Value for Money To Our Taxpayers**

2.2.1 Economy and efficiency in public service delivery is, and will continue to be, high on the Government's agenda. The Gershon report and the requirement to produce an Annual Efficiency Statement are pushing local authorities to review provision across the whole spectrum of local government services. A number of other targets including E-Government and the National Procurement Strategy are also driving local government to deliver efficiencies. Nine regional Centres of Excellence have been established across England to support authorities and monitor progress and the CPA process will include an assessment of performance against planned efficiencies.

2.2.2 Whilst TDBC is confident that the 05/06 target efficiencies of £400k can be met without affecting service quality, it will not be possible to continually meet this target in subsequent years without a radical review of service delivery. Even if we achieve a balanced budget this year without any support services becoming too small to operate effectively, we cannot continue to achieve this year on year.

**Providing better value to council tax payers is a key objective of our partnership initiative.**

## **2.3 Organisational Capacity**

2.3.1 Excellent authorities are those which are able to anticipate change, and operate flexibly and proactively for the benefit of both their customers and their employees.

2.3.2 Significant changes have taken place in the role and remit of local government over the last few years. We are now able to use resources in a way which benefit the environmental, social and economic wellbeing of our communities, we are required to work in partnership with other agencies to deliver key services and a strengthened role in community leadership. In short, the expectation is that local government will function in an increasingly sophisticated fashion, that service delivery will be delivered seamlessly to take into account complex individual needs and that the majority of council activity will require multi-functional / multi-agency solutions.

2.3.3 Whilst the Gershon agenda is likely to increase pressure on two tier structures to share in economies of scale, evidence of improvements in "stand alone" integration of service access and delivery are proving

elusive. Although, through partnership working with other Districts and with the County Council we try to eliminate the perceived (and real) inefficiencies experienced by customers, we must recognise that further reform is likely. The challenge is to develop an organisation that is fit to face the challenges we currently know about, and fleet footed enough to embrace those we don't.

- 2.3.4 This means having a workforce which is resourceful and multiskilled and which is familiar with modern work practices and partnership working. It also means providing a work environment that supports multi-agency working and flatter, more flexible structures.

## **2.4 Workforce Capacity**

- 2.4.1 The quality of service experienced by our customers is dependent on the skills, ability and motivation of employees. Workforce profiles show a large proportion of TDBC employees nearing retirement and a shortfall of adequately trained, high calibre replacements. Whilst we are planning recruitment and succession planning strategies, we face an enormous challenge in combating the effects of an ageing staff population.

- 2.4.2 Like many other public sector employers in largely rural settings, TDBC faces a significant challenge in developing its workforce to mitigate the effects of this. Added to this, the corporate services provided by the Council are not necessarily of the optimum size and in addition we duplicate some services provided locally by other authorities.

- 2.4.3 Structures, processes and management hierarchies often get in the way of excellence in service delivery, and can also disempower staff. Most employees want to deliver excellent services and it is the responsibility of managers and leaders to ensure that they are able to do so. The transformation of services mentioned above will depend to a large extent on the ability of the council to "clear the way" and act as enablers for staff to do their best for our customers.

**A key objective for the council is to empower and equip staff to deliver excellent services – affording individuals development, employment opportunities and career paths which enhance their job satisfaction and future employment options. The development of a strategic partnership is seen a key strand in delivering this objective.**

## **2.5 Business Need For Change**

- 2.5.1 If this council has already been assessed as Excellent then why the need to suggest a significant reconfiguration of support services? And, in introducing a change is there a danger of interfering with something that works reasonably efficiently now?

- 2.5.2 Last year, budget pressures led to resources being cut from front line services. These front line services now operate at the minimum possible resource levels to ensure we still provide high quality and it has been made plain that it is not acceptable to further reduce resources in these areas.
- 2.5.3 It is true to say we could choose to leave the organisation of our corporate services as they are, and simply switch the budgetary focus to these areas but inevitably this will mean budget reduction targets for most if not all of these services. Traditionally this has been managed in a “salami slicing” way by paring back individual support budgets, resulting in each service affected having to either reduce running costs or lose staff. We believe we have already exhausted most means of reducing running costs, leaving the reductions to be achieved mainly through losing jobs. It is inevitable that this will have a detrimental effect on the quality of service provided, with some services (particularly those which are smaller in scale) suffering more than others to the point where the service becomes inoperable.
- 2.5.4 Across Somerset, all 6 local authorities face these same business pressures. 6 organisations provide services to local people, with 6 accompanying sets of “back office “ functions to support these services. It is inevitable therefore that there will be some replication, and potentially duplication of the systems and processes that support these back office functions. In the light of the business pressures described above, the need for change becomes inescapable particularly when viewed from a customer viewpoint
- 2.5.5 **Assessment of current capacity**  
We are realistic and honest enough to recognize that we have neither the capacity in our organisation, nor the specific skills needed to bring about such a business transformation and that we need an external partner for this.  
**A key strategic objective for the council - and one in which the partnership will play a key role - is the development of a modern organisation which is able to respond flexibly and change its ways of working to meet future challenges and changing needs.**

### **3. FINANCIAL CASE FOR CHANGE**

- 3.1 This Council is currently in a relatively healthy financial position. General Fund Reserves sit at £1.3m, and excellent services are being delivered within a balanced budget. Despite the increasingly difficult central government funding regime, increases in council tax and cuts to front-line services have been kept to a minimum, and resources have been refocused to ensure corporate priorities are delivered.



- 3.2 However, the Gershon agenda requires local authorities to deliver “efficiency savings” of 2.5% on their budgets each year. This is a new requirement – on top of producing a balanced budget based on challenging financial settlements.
- 3.3 Looking forward, our financial planning model predicts this “funding gap” will continue, and indeed grow. There will come a point in time when it is no longer possible to continue to deliver excellent services, and keep council tax increases low, and avoid serious front-line service cuts. Taunton Deane Borough Council is almost certainly approaching this point – particularly bearing in mind our ambitious improvement programme around Customer Access and Community Planning.
- 3.4 This council has no wish to see our excellent services gradually diminish over the coming years – or accept us not delivering on the Customer Access improvements. Equally it is unlikely that the public will be willing to accept large increases in council tax bills to pay to keep these excellent services.
- 3.5 Central government, in its Gershon review has issued some outline guidance on how local authorities should tackle this funding problem. The guidance suggests that authorities should look to reduce the cost of support services in order to continue to fund front-line services. Local authorities should be streamlining back-office functions as well as reducing transaction costs by introducing modern technology.
- 3.6 Taunton Deane Borough Council has made some progress towards this by:-
- authorising the procurement of new systems for Revenues and Benefits;
  - authorising the procurement of a new Financial Management System.
  - Implementing some e-govt projects (scanning, web services).
  - Creation of the Internal Audit Partnership.
  - Introduction of DIP in Revenues and Benefits
- 3.7 **It is clear that it is necessary to go much further. We need to be much more customer focused in our service delivery, we have to reduce duplication by the joining up of services, and we need to work with other authorities where efficiencies can be made. All of this will require significant skills in business re-engineering and investment in best of breed technology. If we are to take this seriously, we will need some help in delivering this - Taunton Deane does not currently possess the experience, skills, capacity or resources to deliver this level of strategic change on its own.**

## **4. PROJECT OBJECTIVES**

### **4.1 CUSTOMER ACCESS STRATEGY**

#### **4.1.1 Audit commission guidance**

The Audit Commission has set criteria on achieving excellence in customer access. These relate to ensuring that customers have choice, convenience and control in accessing services from the Council. The Commission identifies the following context for customer access:

- Services should be easy to access;
- Services should be supported by technology that is appropriate to meet customer needs;
- Council should respond to customer feedback and complaints to improve service quality and access to services;
- Council should use partnership working with neighbouring Councils, organisations and businesses to continually improve access to services;
- Council service should focus on the whole community;
- Council services must ensure equality of access and take proper account of equality and diversity of all service users.

#### **4.1.2 Our Vision for Customer Access**

If we are to move forward and improve our customer relationships we need to have a clear picture of where we want to be. All of our decisions can then be made with this long-term outcome clearly in mind. Our Vision is being developed with the involvement of Members through an informal Executive discussion and a workshop at the July 2005 Review Board meeting. Workshops with staff, managers and CMT are also contributing. The results from a number of previous customer surveys are also being used to inform the Vision. It is expected that Customers will be consulted on the outcomes.

Further, If we are to deliver on our ambitious strategy we need to release resources from existing budgets to make this happen.

### **4.2 “BETTER FOR LESS”**

**4.2.1** A specific aim of this project is to deliver “better for less”. Our aspiration is that this project will provide an improved service for customers that can be quantified in measurable terms, and will make a significant contribution to Gershon efficiency savings targets for 06/07, 07/08 and beyond.

**4.2.2** The following table sets out some draft objectives that are specific to this project. The measures and critical success factors will be further developed and refined over the coming weeks.

Objective	Critical Success Factor	Primary Measures/targets
<p>To improve access to and delivery of customer-facing services</p>	<p>A staff and organisation culture which puts the needs of customers at the heart of service delivery and design</p> <p>An effective customer consultation model</p> <p>Service design and delivery which is inclusive and maximises the proportion of services which can be delivered through the front office</p> <p>Technology platform which supports multi-channel access and front/back office hand-offs</p> <p>Property infrastructure which supports effective face to face interaction with customers</p>	<p>First time resolution of customer contacts %</p> <p>Improved customer satisfaction level %</p> <p>Improved staff satisfaction levels</p> <p>An increased number of primary contacts ( not failed enquiries!) and types of contacts</p>
<p>To modernise, reduce the cost of and improve corporate support services</p>	<p>Consistent and efficient deployment of support services across the whole authority</p> <p>Improved quality and quantum of services at a lower cost</p> <p>Industry standard business systems to improve resource management capacity across whole organisation</p> <p>Cultural change to</p>	<p>Unit £ cost of service</p> <p>% of KPIs met or exceeded</p> <p>Quantum of new investment</p> <p>Identification of surplus capacity for redeployment</p>

	<p>support self service and devolved accountability models of resource management.</p> <p>IT infrastructure which will support transactional efficiencies, allowing staff to undertake “higher value” support work</p>	
<p>To help modernise and transform the overall workings of the Council</p>	<p>Business Process reengineering programme delivering full benefits realisation</p> <p>Technology and property infrastructure to support new working practices</p> <p>Cultural change programme to enable customer focus</p> <p>Realising synergies and benefits across the whole organisation from activities within and without the partnership vehicle</p>	<p>Efficiency gains on end-to processes of 35% on ave.</p> <p>Identification of surplus capacity for redeployment</p> <p>Investment profile of council showing resources reallocated to front line services</p> <p>Unit £ cost of service reduced and/or KPIs improved</p> <p>Value £ of investment</p>
<p>To create an excellent working environment</p>	<p>Modernisation of work practices to afford employees greater employment and development opportunities – both within the council and wider public sector community.</p> <p>Technology and property infrastructure to support new working practices</p>	<p>Employee retention rates</p> <p>Employee engagement levels increased</p> <p>Recognised as a Somerset business centre of excellence for the Region Business Growth</p>

## 5. OPTIONS APPRAISAL

- 5.1 It is clear that we will need to make some significant changes if we are to achieve our objectives, meet the challenges described earlier and implement our customer access strategy. The next question is the choice of method we might adopt to achieve this change.
- 5.1.2 Options appraisals identify and appraise a range of options that will deliver the service changes and outputs required. The aim of the options appraisal is to determine the option(s) that best meet our objectives and drivers (eg improved customer access) and which delivers Best Value. Options appraisal is therefore a critical part of the business case analysis and will firstly focus on the possible service delivery models and secondly on the procurement options.
- 5.1.3 Having discussed and received guidance from government departments and other local authorities that have already studied the options, the following long list of potential service delivery models was identified.

### 5.2 Potential Delivery Models

Model	Description
1. Status Quo (In house)	The do nothing or do minimum option – the Council continues to provide corporate services directly with no external support. Infrastructure, such as IT, is generally seen as reactive to the demands of different stakeholders. Investment and prioritisation for a more corporate approach is difficult to secure.
2. In house with Consultancy (In sourcing)	The Council continues to provide services in house but with the support of external service providers whether in the private sector or public sector to offer skills and capacity not available within the authority. This is often linked to IT infrastructure with the supplier providing on going support and consultancy, especially in terms of system integration

Model	Description
3. Public sector consortium	<p>The local authority and one or more other local or public authorities join together to effect service delivery of some or all of their activities. The arrangement may involve pooling of budgets and functions and the sharing of technology, staff and accommodation.</p> <p>There are a number of options for co-ordination of resources including:</p> <ul style="list-style-type: none"> <li>• A partnership board</li> <li>• A Joint Committee</li> <li>• A non profit distribution entity</li> <li>• A profit distribution entity</li> </ul> <p>This model can act as a precursor to private sector partnering or outsourcing</p>
4. Joint venture	<p>'Joint venture' describes a range of different commercial arrangements between two or more separate entities. This model is increasingly becoming a common feature of modern day business practice by enabling parties to work together, utilising the collective pool of assets whether tangible or intangible in pursuit of complementary objectives and the delivery of a successful business venture.</p> <p>Generally it involves a local authority entering into a joint venture with a private sector partner(s) to facilitate the provision or delivery of services, investment or development</p> <p>Joint venture companies can be controlled by the private sector, the local authority or have no absolute control.</p>
5. Community Interest Company	<p>This is a new company structure available from April 2005. The main criteria for formation of such a company is that it must pursue purposes beneficial to the community</p>

	<p>and will not serve an unduly restricted group of beneficiaries. It does not have benefit of charitable status and has no special tax status. It can be limited by shares, by guarantee, or be a plc but in all cases the assets must be used for the benefit of the community.</p>
<p>6. Partnering Contract</p>	<p>An outsourcing contract entered into between the local authority and a private sector partner which builds on the experience and lessons of conventional externalisation– the nature of the contract envisages a collaborative role between the Council and the private sector partner in relation to the discharge of the private sector partner’s obligations under the contract. The partners jointly agree on the service requirements and share the risk and rewards of any service improvements and/or efficiencies through price performance arrangements.</p>
<p>7. Externalisation/Outsourcing</p>	<p>In this model the Council will contract with a private or voluntary service provider to provide certain services in place of the local authority. This type of contract generally involves a total transfer of the service provision to the service provider. The service provider will secure access to or acquire whatever assets from the Council that are required to provide the services which would include employees who would transfer under TUPE regulations. The Council would retain a client role for contract management and performance monitoring with a limited number of staff.</p>

### 5.3 Benefits Analysis

The respective advantages and disadvantages of the models described above are evaluated by the options evaluation matrix below which assesses each **option against key critical success factors**.

Business Model	Culture Change	Service Redesign and Delivery	Investment in Technology	Improved Services at Lower Cost	Economies of Scale	Improved Staff Satisfaction
Status Quo	X	x	x	x	x	x
In sourcing	X	✓	x	?	x	?
Public Sector Consortium	X	✓	x	✓	✓	✓
Joint Venture	✓	✓	✓	✓	✓	✓
Community Interest Company	X	x	x	x	x	?
Partnership	✓	✓	✓	✓	✓	✓
Outsourcing	?	✓	✓	✓	?	?

5.4 Early consideration of these models resulted in the view that broadly there are 4 options open to the council:

- Status Quo - do nothing
- Transforming services ourselves
- Externalisation
- Joint Venture

The reasons for this broad view are set out below.

5.5 Firstly, the strategic, business and financial cases described in paras 2-4 above clearly set out why maintaining the status quo is not a realistic option.

5.6 Another option is to undertake this transformation ourselves. Whilst we have shown that we can make our services more effective and that we can streamline the way we do things, we are not experts in this area and it is likely that we have only achieved this on the periphery, rather than looking at the heart of what we currently do and how we do it. It is also very difficult to look at engineering such a scale change whilst still attempting to carry on providing an acceptable level of service to the public.



- 5.7 It is also clear that if we are to radically change the way we configure our support services, significant investment will be needed in new “best of breed” technologies. This effectively rules out options 2, 3 and 5 and 6 since no local authority will be in a position to make the necessary investment and will not possess the necessary skills to achieve the reconfiguration.
- 5.8 Externalisation is a route which this council has tried before. Our experience, and that of others who have taken a similar route is that outsourcing can be fraught with difficulties – in particular with understanding and sharing organisational values, understanding and achieving business objectives, monitoring performance, achieving targets and maintaining staff morale.

**This effectively leaves option 4 as the most suited to our overall drivers for improvement and change, and to our business needs. The County Council has decided to explore this route and is keen for this council to join it as a strategic partner.**

## **5.9 Costs**

- 5.9.1 At this stage it is not possible to quantify all costs associated with the preferred business model. Cost analysis at this stage will therefore be limited to best estimates assuming at present an indicative figure of a minimum of one year’s gross turnover and a payback period of 10 years
- 5.9.2 This cost analysis will be revised as necessary as data becomes available from the following sources
- Market soundings
  - Reference authorities
  - Benchmarking against norms – unitised costs
- and will be extended to include
- Capital costs
  - Annual financing charges
  - Operating and lifecycle costs
  - Social Benefits
  - Risk – optimum allocation of risk – quantification of the costs-risk register for key stages and time overrun
  - Any wider economic benefits
  - Income generation
  - Sensitivity analysis
- 5.9.3 Research with other authorities has provided some background cost information relating to partnership models but there is a reluctance to provide any detailed financial information as this is deemed to be commercial in confidence.

5.9.4 The second set of costs associated with the project relates to project management. Two full time secondments have been made to a Project Team to progress the work and to develop the Business Case. The cost of backfilling these posts is estimated at approx. £130,000 for a twelve month period. These costs have been met from within existing resources.

## 6. COMMERCIAL RESEARCH

### 6.1 Preferred Option

As detailed previously the intention is to progress the strategic service partnership (joint venture) route but further analysis is required to fully prove the economic case. Unfortunately there is little hard evidence from existing partnerships as they are all too new to have realised significant benefits and information is not readily available but we do know that contracts of a similar scope, value and desired outcomes to that of Somerset have been signed both in unitary and two tier councils. It is therefore not unrealistic to expect that we can achieve our aims.

### 6.2 Attractiveness to Market

A soft market testing exercise has been completed. It is important to note that an open market testing process is to be followed and those companies invited to the soft market testing are not an exhaustive list of potential partners. All suppliers, whether or not they have taken part in the market sounding exercise, will be required to submit an expression of interest following the OJEU contract notice.

6.3 There are a number of pathfinder projects and case studies relating to SSPs for projects of similar scope to Somerset. Our research has provided the following information.

Authority	Partner	Model	Scope	Contract Value	Investment
Bedfordshire	HBS	TUPE transfer (550staff)	Support services, customer access	£200m/12 years	£7m
Lincolnshire	HBS	TUPE transfer (1100 staff)	Finance. Property, personnel, ICT, catering	£280m/10 years	£35m
Liverpool City	BT	JVC-secondment	ICT, revenues and benefits,	£300m/11 years	£60m

			Liverpool Direct, payroll and HR		
Suffolk	BT	JVC-secondment	ICT,finance, payroll,HR, public access	£315m/10years	£51m
Pendle BC	Liberata	TUPE Transfer 180 staff	Revenues, Benefits, personnel, Property Services	£100m/15years	New business centre
South Gloucestershire	Unisys	Incremental partnership	Revenues and benefits	N/a	N/a
Worcestershire E Gov Partnership	Hewlett Packard/Deloittes	Contracting relationship	ICT	10years	£8.5m

6.4 The market is relatively immature. However indications from the market soundings indicate that there are a number of private sector suppliers who will be interested in the Somerset project which has a gross value of £??m (*to be completed in future drafts*).

## 7. PROCUREMENT OPTIONS

7.1 In terms of procurement options the following could be considered as being in compliance with Standing Orders for Contracts and the EU Public Procurement Directives

- framework agreement – other purchasing authority or OGC
- OJEU open
- OJEU negotiated
- OJEU restricted

7.2 It is unlikely that any framework contract exists which will cover the extent of this procurement. Market intelligence and professional support indicates that the OJEU negotiated procedure will provide the most appropriate procurement option allowing dialogue and negotiation with the preferred bidder to establish the best deal before contract. This is particularly relevant to procurements where it is difficult to accurately scope the procurement at the outset. Once the contract is negotiated it will in effect

be a framework contract open to all authorities as defined within the OJEU notice.

## 8. AFFORDABILITY

8.1 It is intended that the overall financial outturn on the project as a whole will be cost neutral. The financial evaluation model can be represented as

- A. Value of investment in people and technology
- B. Value of savings from efficiencies and BPR ( in scope and out of scope services)
- C. Delivery of customer access strategy
- D. Annual service charge
- E. Value of new business growth

with the formula for the most beneficial option being

$D - (A+B+E)$  with C being the constant.

8.2 Work has begun on completing an affordability model and further information on this will be shared with Members in future updates of the business case.

## 9. PROJECT SCOPE

9.1 We will need to be clear exactly which services are appropriate for inclusion in any new arrangement, and also those which are not. The project focuses on those services provided by Corporate Services, but will potentially include some other areas (eg property services, procurement). The project will also include public access – as described earlier, the need to implement our customer access strategy is one of the key drivers for this initiative.

9.2 The following table provides an overview of the service areas that are being considered for inclusion. This will be debated further over the coming weeks and more information will be provided in future updates on the Business Case (ie the financial info and details of staff numbers).

Service Area	Functions	Budget Gross	FTE
Finance	Treasury management, budget preparation and accounts		
IS	IT department ,		

	Static and mobile telephony, voice and data activity, Wide Area network, Local Area network		
HR	HR – meeting demands of Services, meeting demands of corporate organisation ( strategy and policy issues), organisation and provision of corporate training, recruitment advertising, payroll and Occupational Health		
Customer Services	First point of contact for queries from the public, incl WP function and postroom		
Property Services	Asset holdings and management, facilities management, maintenance and design		
Legal Services	Provision of legal services to all Services, incl Land Charges		
Procurement	Procurement functions		
Revenues and Benefits	Benefit administration, Investigations, local taxation, income control,		

- 9.3 The precise scope will be influenced by the market sounding exercise, visits to other reference authority sites, continued debate within TDBC and continued dialogue with the prospective partner(s).
- 9.4 The statutory roles of the Chief Financial Officer (S 151) and the Monitoring Officer will not be included, and there will be a need to retain sufficient resource to maintain some strategic capacity in other areas, but this will be kept administratively light. Again, further work will be done to clarify this size and shape of resource required and reported in future updates of the business case.

## **10. KEY STAKEHOLDERS**

- 10.1 Although this project focuses on corporate services, it will touch all aspects of service delivery and it is therefore vital that all stakeholders are kept apprised of the Council's intentions. Stakeholders have been identified as Members of the Council, staff of the Council, Members and staff of partner councils and organisations, citizens of Taunton Deane, trade unions and neighbouring authorities with whom we have close relations.
- 10.2 The project has been initiated at top management level and is wholeheartedly supported by the Chief Executive and the Corporate Management Team. The Strategic Director, Shirlene Adam is the project champion.
- 10.3 TDBC has begun a consultation exercise with staff about the prospect of entering into a strategic partnering arrangement and has to date held a number of briefings for senior managers and staff representatives.
- 10.4 A comprehensive communications strategy and action plan is currently being developed as a priority.

## **11. JOINT WORKING**

- 11.1 There has been interest in this project from District Councils and other authorities. It is unlikely that all interested parties will progress to participation before the OJEU advert is placed. In view of this the OJEU advert will be worded in such a way that any involvement from a further public sector partner can be considered.
- 11.2 However, it would be likely that any such involvement in the partnership would have to wait until after award of contract. Although the OJEU wording would not exclude partners joining in the process during the

procurement process, it would make the procurement and negotiation process more complicated by adding another set of dynamics to the process in terms of people, issues and objectives.

- 11.3 Should there be partner involvement from the beginning of the process this will increase the size of the evaluation team but could help ease the resourcing of the full time project team.

## **12. RISK ASSESSMENT & STRATEGY**

- 12.1 Clearly a project of this scale and nature will carry a number of significant risks. TDBC has a tried and tested methodology for assessing and managing risk and this project will be no different.
- 12.2 A risk register has been developed by the steering group which will be maintained, discussed and revised as necessary following project team, steering group and CMT meetings.
- 12.3 SCC has also developed a risk register and the two registers will be combined so that overall project risks can be appropriately managed.

## **13. PROJECT MANAGEMENT ARRANGEMENTS**

### **13.1 Management Arrangements**

The project will be managed in accordance with the principles of Prince 2. The proposed governance structure is as follows.

#### ***Executive Board:***

- To approve the strategic direction, outline scope of activity, agrees outcomes and benefits and authorises procurement process.
- To approve recommended partner at the end of the procurement process.

#### ***Elected Member Advisory Group:***

- Provides political direction to the project.
- Review project progress and approves any exceptions to the approved scope
- Ensures process is properly aligned at all stages to the strategic outcomes required.
- Supports key communication processes across all key stakeholders

Frequency of Meetings: to be arranged

Members: to be confirmed

***Corporate Management Team:***

- Owns the strategic vision for the project provides clear leadership and direction during the course of the project
- Takes key procurement decisions: agrees final scope, approves supplier shortlist, approves final 2 suppliers, agrees preferred supplier, recommends award from Executive Board decision against defined and agreed criteria.
- Secures the investment required to set up and run the project and fund the transition activities required.
- Receives reports on project progress

Frequency of Meetings: Weekly, with bi weekly updates.

***Senior Responsible Officer:***

- Is directly accountable for the delivery of the procurement project delivering agreed outputs to required specification and quality within budget.
- Maintains close liaison and communication with Partners Authorities, SCC SMB and Elected Member Advisory Group
- Provides day to day direction for the project, responds to project issues and takes decisions to ensure project maintains momentum and that the timetable is achieved.
- Ensures business case is maintained and is remains relevant to the overall strategic aims.
- Ensures that communications with internal and external stakeholders is effective.
- Manages the key strategic risks facing the project.
- Ensures that the organisational change is managed effectively.
- Meets with the project manager at least weekly to review progress
- Commissions and chairs reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits

Senior Responsible Officer: Shirlene Adam

***Strategic Steering Group:***

- Actively leads the agreed communication to staff within respective service teams of the reasons for, progress with and benefits arising from seeking a strategic partner. Highlights to the group and addresses all concerns and issues that arise in the agreed manner.
- Supports the communication with external stakeholders as agreed through the Communication Strategy.
- Receives reports on project progress.
- Informs discussions on and develops business scope and statement of requirement.



- Coordinates and provides all service specific information required by the project team at all stages of the procurement process.
- Approves key procurement documents
- Takes decisions to resolve any business or project issues.
- Identifies, owns and actively supports/leads the management of project risks and related contingencies.
- Ensures adequate resources are available during the life of the project.
- Makes recommendations to the responsible owner and the CMT Project Board.
- Receives feedback from and directs and advises on action to be taken by work stream managers as they are appointed to project activities.

Frequency of Meetings: Fortnightly from 3<sup>rd</sup> May 2005 or as project issues demand.

Officers: In scope service managers, plus 2 other Heads of Service

### ***Project Manager***

- Directs and motivates the project team;
- Provides project information and advice to partner authorities
- Project manages and plans all stages of the project;
- Agrees delegation and project assurance roles;
- Produces the PID;
- Prepares project reports as defined by the PID.
- Manages on a day to day basis the business and project risks (includes contingency planning);
- Liaises with members of associated activities e.g HR and Payroll Project;
- Monitors progress, expenditure, resources and initiates corrective action;
- Keeps Officer Steering Group and Project Board informed of deviations in plans and associated action (ie Change Control);
- Establish technical and quality strategy with appropriate members of the Project Office and Officer Steering Group;
- Prepare End Project Report;
- Identifies and obtains support and advice necessary for the management, planning and control of the project;
- Manages the development of the communication strategy and delivery of the communications plan.

Project Manager: Jill Sillifant

### ***Project Office***

The Project Office enjoys the benefits of combined resources with the County Council, and:

- Coordinates all project activities to ensure delivery of identified project objectives and deliverables raising issues as necessary.
- Provides the technical skills necessary for the effective delivery of identified project deliverables e.g. finance, communications, procurement documentation.
- Monitors delivery of the project against the project plan and within the scope of the project initiation document.
- Prepares procurement documentation necessary for each stage of the procurement process
- Manages each Gateway Review process and reports outcomes to Officer Steering Group and the combined SCC/TDBC Programme Board
- Prepares project reports for the Officer Steering Group and the combined Programme Board.
- Manages the project issues log, risk register and plan, and actions log.
- Provides project administration

Members of the Project Team:

### 13.2 Procurement Plan and Timetable

The procurement timetable has been set out as follows

Activity	Timetable
1 Undertake market soundings	w/c 18.04.05
2 Issue OJEU Notice	12.09.05
3 Shortlisting of suppliers	31.12.05
4 Invitation to negotiate	06.03.06
5 Submission of bids	31.05.06
6 Preferred bidder identified	01.08. 06
7 Contract award	01.10.06

It is recognised that this is a tight timescale but should be achievable given adequate resourcing is available. None of the suppliers invited to the market soundings indicated that this would be a problem for the supplier side.

### **13.3 Gateway Review Process**

The Gateway review process, managed by the 4ps (a government agency) examines projects at critical stages in their lifecycle to provide assurance that they can successfully progress to the next stage. SCC has requested reviews at the following key milestones

- business justification – review of business case
- investment decision – review of procurement process and evaluation
- Readiness for service – review of implementation programme

## **14. NEXT STEPS**

- Further work being done on the “scope” of the project.
- Business affordability model being completed.
- Communications strategy being developed.

**An update report (Business Case Draft 2) will be presented to the Executive in July 2005 (to note progress on the project)**

# Taunton Deane Borough Council

**Executive Committee June 22<sup>nd</sup> 2005**

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## **INTEGRATED WORKING FOR WASTE MANAGEMENT**

(This matter is the responsibility of Executive Councillor Mark Edwards)

Lead Officer: Joy Wislade, Strategic Director

This report is being discussed at the Health and Leisure Review Panel on 16<sup>th</sup> June 2005. The recommendations from this Panel will be reported verbally to the Executive.

### **1. Summary / link to the Corporate Priorities**

- 1.1 The purpose of this report is to update Members on the activities of the Council, as a member of the Somerset Waste Partnership (SWP) to progress more formal and integrated methods of delivering the services which manage municipal wastes. This report covers progress to date and a timetable for future action. It follows the Executive's decision in principle 12<sup>th</sup> January 2005 to create and manage waste services through a "Somerset Waste Board" (SWB).
- 1.2 This project supports the following corporate priorities: Environment & Delivery

### **2. Background**

- 2.1 Waste management in Somerset is delivered through the actions of the five Somerset district / borough Councils acting as statutory "Waste Collection Authorities" (WCAs), and the County Council acting as the statutory "Waste Disposal Authority" (WDA). Members will be aware that through many years of collaborative working, joint service planning and commitment, the six Authorities acting together as the Somerset Waste Partnership have successfully delivered a huge range of improvements to service users, attracting significant levels of external funding. The SWP is now recognised as a national leader in the field of wastes management, and its performance ranks at third best in the country.
- 2.2 Despite the unquestionable benefits that collaborative working has delivered, and the success of the SWP which is currently managed through an informal Member / Officer Advisory Panel, the scale and nature of future waste management challenges in Somerset requires continuous evolution of thought and practice to make sure services can continue to be delivered effectively. The potential for contract integration and joint management arrangements was identified within the SWP's Continuous Improvement Plan, and over the past 18 months has been developed by the SWP Directors through a detailed Business Case. The outcome of this work, and the move to a "Waste Board" has now been adopted in principle by all six partners as a project each wish to deliver.

2.3 The core elements of this project, which have been developed in more detail following the Executive decision in January, are:

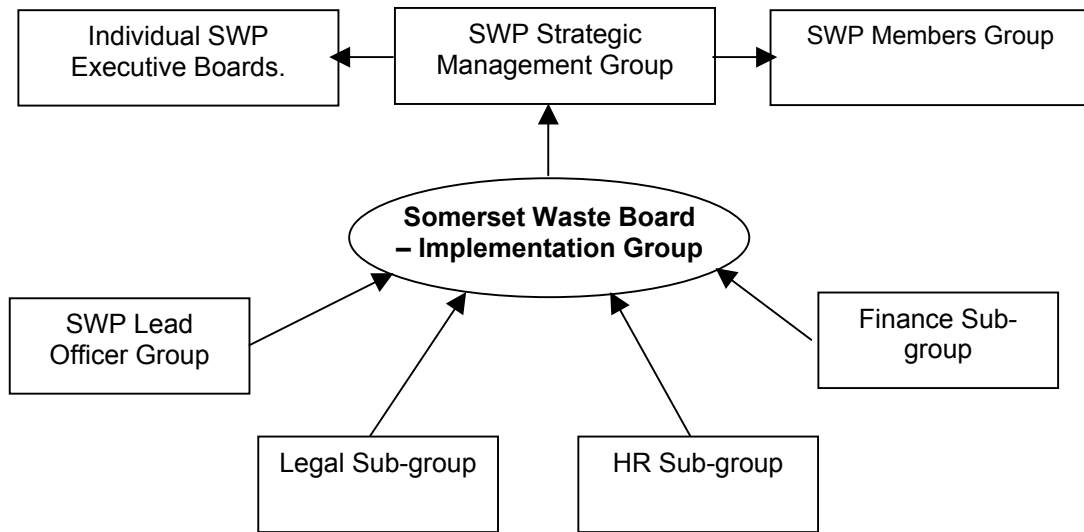
- A) The formation of a single Somerset Waste Board that has executive responsibility for all waste collection, disposal, and recycling services provided by all of the Somerset Councils;
- B) The establishment of a single client function of officers, responsible to the Board for delivery and management of the services;
- C) The tendering and management of contracts to provide the waste services (the packages of work to be agreed by the Board).

In terms of delivering this project, work has commenced in the following three main areas, of which it is envisaged that Members will specifically wish to have input to items 1 & 2. Note that the Strategic Director will maintain day to day responsibility for the detailed discussions to develop these items over the course of the project period, liaising fully with the Portfolio Holder and producing further Review Panel and Executive reports as required:

- 1) Constitutional arrangements (scope of responsibility, size of the Board, delegated authority, voting rights, etc.),
- 2) Management arrangements (establishment of organisation structure, location of Client side base, HR procedures to appoint to the Team, redeployment, etc),
- 3) Procurement Strategy (work packages, tendering arrangements etc).

2.4 The appointed Project Manager for this work, Lou Evans has now produced a detailed Project Plan to co-ordinate work over the next eighteen months, the main elements of which are summarised in SECTION 2.6 below. The project will be a regular item on the SWP Strategic Management Board and the full SWP, which meets every quarter. In addition, a dedicated "Somerset Waste Board Implementation Group" (chaired by Lou) has been created to co-ordinate the dedicated legal, HR and finance officers involved with the project. These three sub-groups will be led by Bob Brown (Sedgemoor), Jill Sillifant (Taunton Deane) and Donna Parham (South Somerset) respectively. The established SWP Lead Officers Group will also report into the Group via Steve Watts (West Somerset), Teresa Harvey (Sedgemoor) and Lesley Rowan (Mendip). This is shown on the diagram below in Section 2.5:

2.5 The Somerset Waste Board Implementation Group – Reporting Lines



2.6 For information, the principal elements of the Project Plan together with key dates for decisions are listed below in the three main project areas of “Officer decisions”, “Procurement timetable” and “SWP / Member decisions”. The detailed elements of the work to progress and agree the elements contained in the latter will be worked up and presented to each partner authority in due course.

<b>Officer Decision</b>	<b>Key End Dates</b>
Project Plan Sign-up	9th June 2005
Agree 'Working' Vision	18th July 2005
Agree new financial model	23rd August 2005

<b>Procurement Timetable</b>	<b>Key End Dates</b>
OJEU notice	29th July 2005
Tender evaluation & negotiation	March-July 2006
Partner Authority briefings	August-06
Contract award	September-06
Mobilisation	September 2006- January 2007
Contract start	1st February 2007

<b>SWP/Member Decision Timetable</b>	<b>Key End Dates</b>
Agree SWB Vision & Scope	15th September 2005
Agree SWP Constitution principles	15th September 2005
Agree SWB management structure	1st December 2005
Agree draft constitution / heads of term	1st December 2005
Agree service development strategy	1st December 2005
Sign SWB final constitutional agreement	2nd March 2006

Note, it was originally thought that the launch of the new contract could be earlier than February 2007, but following detailed consideration it has become clear that more time is needed to resource and deliver the significant workload involved with a project of this type. Taunton Deane's current Waste Collection contract ends in March 2006. However, due to the fact that our current contractor is willing to continue working with us under the current agreement the risk imposed to TDBC by this delay is considered to be minimal.

### **3. Consultations undertaken**

- 3.1 The origin of this project lies in the development and adoption (2003) of the Joint Service Improvement Plan for the SWP authorities, which involved a very broad range of consultations from Members, staff, stakeholders and the public. The SWP have concentrated on Contract Integration and the concept of the Waste Board as a serious project since October 2003, and there have been a host of meetings of the SWP to progress this across the course of 2004/05.

Staff of the partner authorities have been briefed by their relevant senior manager as the project has developed and it is proposed to co-ordinate communications through a lead officer working on behalf of all six partners.

Unions have been briefed on the project by individual partners, and core Officers will take the advice of HR personnel as to when to undertake more formal consultation as, when and if appropriate to do so.

SWP Members have been fully briefed and have given input to the project through the regular meetings of the Somerset Waste Partnership over the past 6 months in particular.

### **4. Implications**

- 4.1 The central drive of this project is to ensure that a key service which is delivered to a great number of people by a number of partners becomes even more streamlined, efficient and accessible. This will only be possible through the

development of more formal working arrangements for the SWP which centre on making decisions for the benefit of customers overall, and thus move to more equitable and accountable service provision.

- 4.2 The project also demonstrates an example of the way in which services across Taunton Deane will need to continually investigate new and innovative ways to operate in response to increasing funding pressures, the report of Sir Peter Gershon, and the general modernisation agenda for public service. It is the belief of the SWP that we are in a position to lead and shape this style of working, rather than have it imposed upon us later. The project should also be

viewed as natural progression for the long-standing and successful SWP to which all six Somerset authorities are committed. The proposal therefore directly supports Taunton Deane's commitment to, and benefit from partnership working.

- 4.3 In respect of service procurement, the WCAs of Somerset stand to gain from tremendous available efficiencies by connecting with the market as one unit, rather than five separate elements. It also gives the opportunity for SCC to play a part in the development of such contracts that will offer a key opportunity to align future waste collection practices to the requirements and outcomes of their long-term waste strategy.

- 4.4 There are a number of risks relating to a project of this scale, which will be managed by the development and maintenance of a Risk Register by the Project Manager. It is the belief of the SWP however, at Director level that such risks can be mitigated over the course of the next eighteen months through cross-authority commitment to this project.

- 4.5 This project is an opportunity to continue to strive for service excellence, and has been supported by external grant awards from central government keen to establish an exemplar model of two-tier working in the provision of waste services.

## **5. Recommendations**

- 5.1 The Health and Leisure Review Panel is asked to support the following recommendations to the Executive:

1. To note and agree the timescale for project delivery,
2. To empower the Portfolio Holder (Environment) to lead the negotiations to develop the project on behalf of the Authority through the SWP and to delegate the Officer lead for the development of the project to the Strategic Director (Joy Wislade)
3. To note and approve the adequate resource of Officer and Member time required to deliver this project.